

COLOMBIA

Democratic Local Governance Program

**QUARTERLY PERFORMANCE
MONITORING REPORT**

**ELEVENTH PROGRAM QUARTER:
OCTOBER TO DECEMBER 2004**

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ARD/Colombia: Quarterly Performance Monitoring Report

**Democratic Local Governance Program, Phase II
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I. Introduction

During the eleventh quarter, ARD was able to consolidate its program activities into three programmatic elements and concentrate its geographic focus, based on the Annual Work Plan for Program Year 3 (PY3), approved by USAID on December 6. In the first programmatic element, “Improving the Financial Condition of Municipal Governments,” 110 land titles were granted to property owners in 2 municipalities; municipal tax codes were reformulated in 14 municipalities; training on budget regulatory statute (*estatuto orgánico de presupuesto* – EOP) for municipalities was conducted for public officials and municipal councils in 26 municipalities; and the first preliminary exercises on the formulation of participatory budgets were held in six municipalities. Under the second programmatic element, “Improving Domestic Public Services,” training sessions on costs, tariffs and financial viability of service providers were held for public officials in 118 municipalities; technical assistance for the creation of community micro-enterprises for the provision of domestic public services was provided to 10 municipalities; Aguas del Putumayo was officially created; and training on the implementation and application of the Integrin software was targeted to service providers in 25 municipalities. Under the third programmatic element, “Building State/Citizen Linkages to Support Municipal Management,” ARD co-sponsored three major events: 1) Expo-innovación, a forum in Cartagena on best practices in municipal management, with the participation of over 1,200 people; 2) the inauguration in Bogotá of the project on community radio stations, *Radios Ciudadanas: Un espacio para la democracia*; 3) the Seventh National Congress of Municipal Councils. Also under this element, ARD conducted activities to support vulnerable groups, including training on citizen participation mechanisms to women’s networks in Cauca and Tolima and support to the identification of priorities and challenges to institutionally strengthen the *Asociación Nacional de Alcaldes con Población Afrodescendiente* (AMUNAFRO). Under the Project Management Component, 50 social infrastructure fund (SIF) projects were approved and obligated during the reporting period, and nine projects were completed. Many of the new projects will be located in municipalities that have not previously benefited from these projects. In the Legislative Strengthening Program, the Legislative Technical Assistance Office completed five legislative background studies and received an additional 12 requests for new studies. The Constituent Services Office conducted 35 Congressional tours and responded to 2,038 inquiries, opinions, and requests for information on legislative matters.

This report is divided into seven sections, including the introduction. The second section describes the activities under each programmatic element, by component, completed or under implementation during the reporting period, as well as the SIF Component and the Legislative Strengthening Program. The third section describes activities and projects by department and municipality, completed or under implementation, during the period from October to December 2004. The fourth section is a case study on the results of ARD’s initiative to provide technical assistance and training on the preparation and management of municipal budgets and formulation of EOPs to DGLPII municipalities. Section V and VI show DLGPII progress, according to USAID indicators, and the outputs/outcomes achieved by programmatic element (both actual and planned) according to the corresponding tasks of the Annual Work Plan for Program Year 3. Section VII is a table of expenditures of the reporting period and projections for next quarter.

II. Activities by Programmatic Element

A. Improving the Financial Condition of Municipal Governments

Three components were instrumental in contributing to the improvement of the financial condition of municipal governments. These include Finance and Revenue, Public Information, and Municipal Management.

- *Finance and Revenue*

Significant progress was made under this component to improved the financial condition of municipal governments. The *Instituto Geográfico Agustín Codazzi* (IGAC), under its subcontract to update urban cadastres, submitted 2970 cadastre maps (*cartas catastrales*) of 6 municipalities in Cauca and Bolivar, appraisals for 1,760 lots in Caquetá and Huila, and property registry charts (*planos de conjunto prediado*) of 2 municipalities in Nariño. These instruments are used by municipal administrations for land use planning processes, to conduct an inventory of public services networks, to verify permitted land use (commercial, residential or industrial), and for socio-economic stratification, among other purposes. Under the land titling project, IGAC submitted the first 110 land titles to residents in Albania and Curillo (81 and 29 titles, respectively). ARD further supported this project by reviewing the boundaries of land lots subject to titling; identifying inconsistencies in the information submitted by IGAC; confirming that the land lots solicited for titling correspond to the actual land lot available for titling; and reviewing cartographic information from municipalities in Caquetá, Nariño, Cauca, Huila and Tolima.

ARD provided technical assistance and training to *secretarías de hacienda, secretarías de planeación* and municipal councils of 21 municipalities in Cauca, Huila and Valle del Cauca on the formulation and management of municipal budgets. This support included assessments of the state of municipal finances, projections of revenues and expenses, estimation of debt capacity, and programming, formulation and approval of municipal budgets. Participating municipalities received CDs that included a municipal budgeting manual, charts for budget programming, all laws and jurisprudence related to municipal budgets, a model of a local ordinance to approve the municipal budget, and the updated version of the EOP. In addition, ARD offered specific training on the EOP to over 230 public officials and municipal council members of 26 municipalities in Cauca, Huila and Bolivar. During the reporting period, the municipal councils of 12 municipalities in Cauca, Tolima, Bolivar and Antioquia approved the EOPs formulated with technical assistance from ARD.

ARD continued to assist municipal administrations to improve their potential for revenue collection by providing technical assistance on the reformulation of 14 municipal tax codes in Nariño, Cauca, Huila, Tolima, Bolivar, Antioquia and Valle del Cauca. The municipal councils of 10 municipalities in Cauca, Huila, Tolima, Bolivar and Antioquia approved the new tax codes during the reporting period. In addition, ARD held information sessions with 139 people (35 women) from 7 municipalities in Huila, Bolivar and Antioquia to explain the modifications to the new tax codes and their implications in terms of revenue collection. Finally, ARD visited 10 municipalities in Cauca and Huila to conduct an assessment on the computer systems and networks of the municipal administrations, particularly in their support to the finance and revenue offices.

- *Public Information*

Under this component, ARD completed the assessment of the financial information system of the *Secretaría de Hacienda* of Pasto. Recommendations were also provided on the appropriate

technologies and software to improve this financial system, including allowing public access to financial information.

ARD also made significant progress in promoting the formulation of municipal budgets with citizen input. A training workshop to disseminate the methodology for the formulation of participatory budgets among mayors and to create an action plan to implement participatory budget exercises in various DGLPII municipalities was held in October in Cali. This was an opportunity for mayors from 21 municipalities from Nariño, Cauca, Huila, Bolivar, Antioquia and Valle del Cauca to share their experiences on this issue and raise concerns and questions. Jaime Vasconez, an international expert on participatory budgets from the *Centro Internacional de Gestión Urbana* in Ecuador, led the workshop. Subsequently, ARD held additional technical assistance sessions in 15 municipalities in Nariño, Cauca, Huila, Antioquia and Valle del Cauca to create further awareness on the relevance of participatory budgeting, program specific activities for 2005, and discuss related issues, such as accountability sessions with an emphasis on budget formulation. Over 600 people participated in these sessions. The first tangible results from this process were the formulation of preliminary participatory budgets in six municipalities in Nariño and Cauca.

- *Municipal Management*

ARD concluded its technical assistance for the administrative restructuring of the municipal administrations of Patía and Santander de Quilichao. In Santander de Quilichao, the mayor issued three decrees to officially implement the new administrative structure, to begin in January 2005. In Patía, the municipal council approved the new salaries scale (*escala de remuneración*) through a local ordinance (*acuerdo municipal*), but has yet to approve other elements of the restructuring proposal.

B. Improving Domestic Public Services

The Public Services and Public Policy Components contributed to this program element during the reporting period.

- *Public Services*

Under this component, five projects continued under implementation, and two new projects were approved and obligated during the reporting period. Aguas del Huila provided three sets of training workshops. The first workshop on business management practices for public service providers benefited 71 public officials (25 women) from 35 municipalities in Putumayo, Huila, and Tolima. During these workshops, service providers committed to specific performance targets in administrative, commercial, financial, technical and operational areas. In addition, the adoption of solid waste management plans and the need to obtain staff certifications were discussed. The second set of workshops on costs, tariffs and financial viability of domestic public services were held for 224 representatives (70 women) of public service providers from 118 municipalities in Putumayo, Caquetá, Nariño, Cauca, Huila, and Tolima. Aguas del Huila held a third workshop on the operation and maintenance of water treatment plants for six plant operators from the public service enterprise in Baraya (Huila). Topics included staff qualifications; physical, chemical and microbiologic characteristics of water; procedures for the appropriate maintenance of water plants; and how to measure the quality of water. Under its current grant, Aguas del Huila has provided permanent technical assistance to 127 service providers in 122 municipalities. Forty-seven providers have already achieved 600 points in the Ministry of Environment, Housing and Territorial Development (MEHTD) business performance indicator, indicating a “good” level of performance. To date, a cumulative total of 81 municipalities have improved their public services as measured by an increase in the business management performance indicator. A notable indication of these

achievements is that out of 36 service providers pre-selected to participate in 2005 business management awards (*Cultura empresarial 2005*), 15 are service providers are beneficiaries of this project.

Under the memorandum of understanding (MOU) between ARD and the MEHTD, technical assistance sessions on the creation of community micro-enterprises for the provision of public services were held in 10 municipalities in Putumayo, Nariño and Cauca. Activities included the presentation of the initiative to the local communities, the selection of community organizations that will participate in the creation of the enterprises, and the establishment of commitments between the municipal administrations and the MEHTD. To date, three community micro-enterprises have been established in Putumayo. The MEHTD also provided training on business management practices to eight public officials from three municipalities in Bolivar and Santander.

Fundación Cinara, under its grant, provided training on models for water distribution networks for 39 public officials (3 women) from 30 municipalities in Putumayo, Nariño, Cauca, Huila, Tolima, and Antioquia. Training included presentations on water distribution networks, application of the *Epanet* software, and practical case studies. Fundación Cinara also provided training on the relationship between health and water and on quality of service provision to 52 people (15 women), mainly users of the Piendamó-Morales regional aqueduct and public officials from the enterprise in charge of the operations of this aqueduct. Finally, Cinara trained 18 public officials (5 women) from 12 municipalities in Cauca on managing water resources. Activities included the presentation of case studies and recommendations for water management practices at the local level.

On November 25, Aguas del Putumayo, developed with support from ARD, was officially created. This enterprise will provide ongoing technical assistance and training in water and basic sanitation to local service providers. ARD contributed to the drafting of the bylaws and the elaboration of a financial plan, as well as explaining the merits of the initiative to the departmental assembly and the municipal councils for its approval. The Governor of Putumayo and the mayors from the eight participating municipalities signed the constitution agreement during the event. The *Empresa de Administración Cooperativa del Caquetá* (EMCOOPCAQUETÁ), the counterpart of Aguas del Putumayo in the department of Caquetá, obtained its legal status (*personería jurídica*) on October 13.

ARD conducted a training for trainers workshop on citizen oversight of public services. Issues included the methodology for the creation of public services oversight committees (*Comités de Desarrollo y Control Social* – CDCS), solidarity funds, and socio-economic stratification. Following this workshop, ARD staff from DGLPII offices in Bolivar and Cauca conducted training workshops on citizen oversight and the role of the CDCS for 191 community leaders from three municipalities in Cauca and Bolivar.

The two new projects during the reporting period include a purchase order with MCC de Colombia to train public service providers on the application of the Integrin software and a US\$79,500 grant with the *Asociación Colombiana de Ingeniería Sanitaria y Ambiental* (ACODAL) to create and/or strengthen community micro-enterprises in public service provision in ten municipalities in Nariño and Cauca. During the reporting period, MCC provided training to 59 representatives of public service providers (28 women) from 25 municipalities in Putumayo, Nariño, Cauca, Huila, and Tolima. ACODAL began activities to help community micro-enterprises become full-scale public service providers, including compliance with government standards regarding structure, regulations, objectives, and citizen involvement in overseeing public services.

- *Public Policy*

ARD supported several public policy initiatives in this sector during the quarter. A public services proposal to exempt small service providers from paying contributions to the *Comisión de Regulación de Agua Potable* (CRA) and the *Superintendencia de Servicios Públicos Domiciliarios* (SSPD) is under development. By exempting small service providers, a larger number of these providers are likely to register with the SSPD. In addition, ARD and the MEHTD sponsored a *conversatorio* for the analysis and discussion of a public policy document on water and basic sanitation provision in rural areas (*política pública de abastecimiento de agua y saneamiento básico para la zona rural de Colombia*). This document, formulated with technical assistance from ARD, includes eight specific proposals: promotion of an association of service providers, the roles of community organizations and *veedores*; improvement of citizen participation in public services issues; creation and strengthening of community micro-enterprises for the provision of public services; inclusion of water technologies suitable for the rural sector; regulation for connections to rural aqueducts; exoneration for community service providers from paying contributions; promotion of greater technical assistance for service providers in rural areas; and improvement of staff qualifications through staff certificates (*competencias laborales*). The MEHTD's final document is expected to be approved by the CONPES (*Consejo Nacional de Política Económica y Social*). Fifty-seven people (7 women), including 25 experts on basic sanitation and 14 public officials from national government institutions, participated in the *conversatorio*.

Also under this sector, ARD learned that 16 municipalities in Chocó, Atlántico, Magdalena and Cundinamarca have already benefited from decree 456/04 by the MEHTD, which protects small municipalities from the confiscation of national transfers for the water and basic sanitation sector. This decree was formulated with technical assistance from ARD during 2003. Progress has also been made towards complying with resolution 1076 of 2003, formulated with technical support from ARD, which requires staff certificates for the employees of public service providers. The *Servicio Nacional de Aprendizaje* (SENA) granted the first staff certificates to water system operators from six municipalities in Antioquia and has trained water plant operators and plumbers from 68 public service providers in 11 other municipalities on specific aspects of their jobs.

C. Building State/Citizen Linkages To Support Municipal Management

This programmatic element spans the components of Development Planning, Municipal Management, Public Information and Public Policy as contributors to building relations between public officials and their constituents in the promotion of local governance.

- *Development Planning*

Under this component, one project continued under implementation and a new activity was approved and obligated. The *Asociación de Cabildos Ukawe's Nasa Cxhap de Caldono* continued to develop an *Entidad Territorial Indígena* (ETI). The preliminary multiethnic *Plan de Vida* was presented to 126 indigenous leaders, municipal council members, public officials and community leaders from Caloto (Cauca). The *Asociación* also assigned health promoters to promote traditional medicine (*medicina propia*) as part of the health component of the *Plan de Vida*.

ARD signed a grant for US\$57,012 with the *Fundación para la Investigación y Desarrollo de Tecnología de Apoyo a la Gestión* (*Fundación Decisión y Estrategia*) to follow-up on development planning and municipal management processes in 15 municipalities in Nariño, Cauca, Huila, Bolívar, Antioquia, and Santander. In all 15 municipalities, ARD supported the formulation of Municipal Development Plans (MDP) through a previous grant.

- *Municipal Management*

A major emphasis of this component is its support to municipal associations. During the reporting period, ARD provided support to three associations. First, the *Federación de Municipios de la Costa Pacífica* (FEDEMPACIFICO) presented the final report for under its US\$71,500 grant. Through this project, FEDEMPACIFICO assisted in strengthening citizen participation processes in municipalities along the Pacific Coast. The Federation also developed a proposal for departmental regional integration and met with national leaders to promote development projects and integration for the Pacific Coast. The regional proposal, which seeks to create a separate department on the Pacific Coast, was presented to the *Comisión de Ordenamiento Territorial* in the Congress for its review. Second, under ARD's initiative to promote the institutional strengthening of municipal associations, the *Asociación Supradepartamental de Municipios del Macizo Colombiano* (ASOMAC) convened a meeting with public officials from member municipalities in Nariño, Cauca and Huila to plan activities to consolidate a regional vision for the 33 member municipalities, and to share ideas on how the project will be monitored. Finally, ARD sponsored a forum in Bogotá on the experience of municipal associations in the formulation of regional projects. During this event, the *Asociación de Municipios de la Provincia de Obando* (ASOPROOBANDO) presented four regional project proposals to donors present at the meeting (GTZ, IICA, ACCI).

Another target group under this component is municipal council members. ARD, the *Federación Nacional de Concejales* (FENACON) and the governor's office of Risaralda sponsored the Seventh National Congress of Municipal Councils in Pereira. During the Congress, over 300 municipal council members from throughout Colombia exchanged experiences on municipal management and discussed policies and regulations on the structure and functions of municipal councils.

Several activities were conducted during the reporting period to strengthen the institutional and networking capacity of vulnerable groups in local governance, specifically targeting women and Afro-Colombians. The *Red de Mujeres del Norte del Cauca* trained 941 people (839 women) from women's networks in six municipalities in Cauca on mechanisms and instruments for citizen participation and organizational leadership; citizen participation in community development; human rights and pacific coexistence; and constitutional rights for women. The *Red de Mujeres* also held its first *conversatorio* on citizen action with a focus on gender and visited three women's networks in Antioquia to exchange experiences on institutional strengthening. ARD trained 96 women from four municipalities in Tolima on advanced participatory methods (APM). As a result, a *Consejo Comunitario de Mujeres* was created and/or strengthened in each of these four municipalities. In support to Afro-Colombians, ARD participated in a seminar with the *Asociación Nacional de Alcaldes con Población Afrodescendiente* (AMUNAFRO) to construct a base line on institutional performance, human rights and public policy. During the seminar, ARD contributed in the panel to identify priorities and challenges to institutionally strengthen AMUNAFRO. Fifty-seven people, including representatives of various Afro-Colombian networks, eight mayors and 35 community leaders participated in the seminar.

Finally, the Municipal Management Component seeks to improve citizen participation at the local level. The *Corporación Promotora de las Comunidades Municipales de Colombia* (PROCOMÚN) completed activities under its US\$ 62,108 grant, to elaborate, publish, and disseminate the fifth edition of the Guide for Municipal Management. As part of the dissemination process of the municipal management guide, over 230 public officials and community leaders in 9 municipalities in Huila received training on regional and local planning tools, municipal budgeting, project development and management, and citizen participation.

- *Public Information*

As part of the strategy to improve the access to public information in DGLPII municipalities, the Ministry of Culture sponsored an event to launch the project on community radio programs, *Radios Ciudadanas: Un espacio para la democracia*, with the participation of nearly 150 people. This project is part of a joint initiative by the Ministry, ARD, IOM and UNDP to consolidate community radio stations as a vehicle for transmitting public information with local content, contributing to the democratic formation of citizens, and building a democratic culture in Colombia. Also during the quarter, ARD, the Ministry of Culture, and UNDP sponsored a training seminar on the production of radio programs with a focus on peaceful coexistence, democracy, cultural awareness and municipal management for fifty people (12 women; 1 Afro-Colombian) from community radio stations from 34 municipalities in Putumayo, Caquetá, Nariño, Cauca, Huila, Bolivar, Valle del Cauca, Santander, and Norte de Santander. In addition, CERLAC and ARD continued reviewing and editing 20 radio programs to be aired in participating municipalities in 2005.

- *Public Policy*

ARD, in coordination with the President's Office, GTZ, *Federación Colombiana de Municipios* (FCM), *Financiera de Desarrollo Territorial* (Findeter), *Departamento Administrativo de la Función Pública*, Cosesam, and *Fundación Habitat*, sponsored the forum Expo-innovación event in Cartagena. The event was an opportunity for municipal administration to exchange experiences and best practices on municipal management. Six of the 40 best practices presented were DLGPII projects, including four SIF projects in Planadas, Guachucal, Colombia and Santa Rosa; the performance improvement of the public service provider in El Doncello; and the increase in municipal revenues in Ipiales. Over the three days, 1,240 people (464 women), including 296 mayors, 443 public officials, 18 members of Congress, 81 representatives of national government institutions, and 43 representative of international organizations, participated in the event.

Public policy activities in health and decentralization also continued throughout the reporting period. Draft law 151/04, formulated by Cosesam and FCM with technical assistance from ARD, was presented to Congress. The bill seeks to bring about better conditions for the health system in small municipalities, including larger autonomy for municipal administrations in administering the budget assigned to the health sector, generating savings by eliminating some *Administradoras de Regimen Subsidiado* (ARS), better distribution of responsibilities for payment of the *regimen subsidiado*, improving the quality of services, and guaranteeing more comprehensive mandatory health plans. In addition, the Seventh Commission in Congress voted in favor of draft law 52/04 on the health system in Colombia, which includes articles prepared with technical assistance from. The law addresses the need for the fiscal recovery of public hospitals, especially in small municipalities. The draft law will be presented to the plenary of the Senate for approval during the next legislative period. Finally, under the decentralization sector, ARD sponsored a forum in the Colombian Congress on draft law 16/2003 on land use (*Por la cual se expiden normas orgánicas en materia de ordenamiento territorial y se dictan otras disposiciones*). Senator Jaime Bravo Motta led the main presentation, using the technical proposal for public policy reform for the municipalities of the "Other Colombia," developed by ARD, as well as technical inputs provided by GTZ. Seventy-nine people (41 women) participated in the forum.

During the reporting period, ARD's proposals for public policy reform on various sectors were published in two Colombian magazines: *OPERA* and *Esquina Regional*. The latter is distributed to governors' and mayors' offices throughout the country.

D. Project Management (Social Infrastructure Fund – SIF)

Under the SIF Component, 9 projects were completed (1 in Putumayo; 4 in Nariño; 1 in Cauca; 3 in Huila). Implementation continued on an additional 54 projects (1 in Putumayo; 2 in Caquetá; 11 in Nariño, 14 in Cauca; 22 in Huila; 4 in Tolima). Fifty projects were approved and obligated during the reporting period (12 in Nariño; 12 in Cauca; 22 in Huila; 4 in Tolima). In addition, 41 *comités operativos* and 36 *veedurías* were established.

E. Legislative Strengthening

In the Legislative Strengthening Program, the Legislative Technical Assistance Office (LTAO) completed five legislative background studies: 1) *Pasado, presente y futuro de las cajas de compensación familiar*; 2) *Evolución del consumo de combustible biodiesel a nivel mundial*; 3) *Zonas de Frontera en Colombia: régimen, situación actual y legislación extranjera*; 4) *Evaluación jurídica sobre el régimen general de inhabilidades, incompatibilidades y conflicto de intereses de los Congresistas*; and 5) *Graduación de las penas en relación con la pérdida de investidura*. These

studies, along with other studies completed during prior quarters, have helped prepare members of Congress to better analyze existing laws and/or participate in drafting new bills. During the reporting period, the Technical Council approved 12 additional requests for legislative background studies, solicited by various Congressional Commissions. These include: 1) *Patrimonio cultural sumergido*; 2) *Estudio sobre el Acoso Laboral, análisis del tratamiento del tema en organizaciones internacionales de trabajo, Proyecto de ley No. 88 de 2004 Senado*; 3) *Recopilación legislativa y jurisprudencial en materia de bosques, plantaciones forestales, su industrialización y comercio, Proyectos de ley No. 80/2004 Cámara y No. 025/2004 Senado*; 4) *Recopilación de estudios sobre el impacto de las negociaciones del TLC en el ámbito social: Empleo, pobreza, salud y servicios públicos*; 5) *Estudio sobre la viabilidad jurídica, técnica y económica para la creación a través de ley del Fondo Nacional de la Pymes "FONPYMES"*; 6) *Estudio sobre la viabilidad jurídica, técnica y económica para la creación del Fondo Nacional de la Construcción "FONACON"*; 7) *Marco normativo de la planeación, el seguimiento y evaluación del desarrollo municipal en Colombia*; 8) *Estudio sobre las modificaciones a la Ley 144 de 1994 "Perdida de Inestabilidad"*; 9) *Modificación del Código Electoral Proyecto de ley No 93 de 2004 Senado*; 10) *Análisis del artículo 53 de la Constitución Política "Estatuto del Trabajo" para presentar un proyecto de ley sobre el tema*; 11) *Deuda Pública Colombiana y Política Antidroga, pago de la deuda con erradicación de cultivos ilícitos*; and 12) *Proyecto de ley "Por el cual se crea el Estatuto de Administración de Personal y manual de funciones de los funcionarios de la Cámara de Representantes y del Senado"*

The LTAO invites members of private sector, national government institutions and civil society to contribute to legislative background studies under development. During the reporting period, the LTAO invited 68 different organizations to provide input on relevant topics. Of these, 35 responded, and their comments were incorporated in the legislative studies. In addition, the LTAO sponsored two working tables where input from 25 specialized institutions were incorporated into two legislative background studies on *Viabilidad del sistema general de la discapacidad en Colombia* and *Uso masivo de organismos genéticos modificados transgénicos*.

The Constituent Services Office (CSO), as part of the strategy to bring the Congress closer to the people, conducts Congressional tours, during which students and other groups of citizens learn about the history, structure and functions of the Congress. During the reporting period, the CSO conducted 35 Congressional tours for groups of students and other citizens, totaling 2,116 people. In addition, the CSO responded to 2,038 inquiries, opinions, and requests for information on legislative matters. This office also provided logistical support to members of Congress for five forums, two working tables, and one public hearing on various issues, including public policy for the disabled, the relationship between the media and elected officials in local government, land use, the state of college education in Colombia, and a draft bill on public transportation. Finally, to improve the capacity of Congressional staff members to respond to citizen inquiries and better understand the legislative process, the CSO held eight training workshops on topics such as: the structure of the Colombian state; the differences between parliamentary and presidential political systems; surveys and public opinion; institutions fighting corruption; the accusatory system in Colombia; and right of the affiliates to the health and pensions systems. Close to 180 people participated in these workshops.

The Legislative Strengthening Program also provided support at the departmental level. ARD responded to a request by the Departmental Assembly of Nariño to co-sponsor the forum *Las Relaciones entre los Organos de Representación Popular y los Medios de Comunicación* in Pasto (Nariño). During the forum, the relationship between the media and elected officials in local government was examined, as well as their joint contribution to society. Seventy people (15 women), including the Governor of Nariño, 11 representatives of the departmental assembly of Nariño and representatives of various media organizations, participated in the workshop. Finally,

Transparencia por Colombia, under its grant to improve the contracting procedures of Congress, identified a series of actions to improve transparency and provided some preliminary tools to help prevent or deter corruption. These include a risk and response procedures map; recommendations for the formulation of a contracting manual; recommendations to improve the web-page and procurement announcements; recommendations to formulate a procurement manual; and recommendations to improve the supervisory and oversight processes.

F. Monitoring, Evaluation, Report and Analysis Component (MERA)

Under MERA, ARD completed and submitted to USAID baseline studies for 31 municipalities (1 in Nariño, 8 in Cauca, 14 in Huila, 2 in Tolima, 2 in Bolivar, 4 in Valle del Cauca). ARD also presented its MERA system and methodologies during the Fourth Regional Congress on Participatory Planning in Aguachica (Cesar). Nearly 300 community leaders from the *Magdalena Medio* region participated in the event. Finally, ARD met with a representative of *Transparencia por Colombia*, to share the DGLPII methodology for the construction of municipal baseline studies.

III. Activities and Projects by Department

A. Putumayo

To improve domestic public services, *Aguas del Huila* conducted two training workshops for public service providers. The first session, on business management practices, benefited 12 public officials from 8 municipalities (Mocoa, Puerto Asís, Puerto Caicedo, Puerto Guzmán, San Francisco, San Miguel, Valle del Guamuéz, and Villagarzón). The second one, on costs, tariffs, financial viability of service providers and performance indicators, was held for 20 people (4 women) from 12 municipalities (Colón, Mocoa, San Francisco, San Miguel, Santiago, Sibundoy, Orito, Puerto Asís, Puerto Caicedo, Puerto Guzmán, Puerto Leguízamo, Valle del Guamuéz). CINARA also held a training workshop on water distribution networks with the participation of 4 public officials from Puerto Guzmán, Puerto Leguízamo, and Villagarzón. Training included the presentation of case studies and the application of the software Epanet. MCC de Colombia provided a training workshop on the implementation and application of the *Integrín* software for 15 public officials (4 women) from 7 municipalities (Mocoa, Orito, Puerto Asís, Puerto Caicedo, Santiago, Valle del Guamuéz, Villagarzón). The MEHTD conducted several technical assistance sessions to discuss the establishment of a community micro-enterprise for the provision of public services in the municipality of Puerto Guzmán. These sessions addressed issues such as financial alternatives to creating the enterprise, user charges required for sustainability, and social organizations that could partner to create the enterprise. Twenty-three people (6 women), including 13 community leaders, 7 municipal council members and the mayor, participated in these discussions. As a result of this assistance, the *Empresa de acueducto, alcantariallado y aseo* of Villagarzón was created on December 9. In Santiago, under a similar process, the *Empresa de acueducto, alcantariallado y aseo* was established in late September 2004. Finally, ARD continued providing technical assistance to the Departmental Assembly of Putumayo, the Governor and several mayors for the establishment of a Departmental Cooperative Public Administration Enterprise (*Empresa de Administración Pública Cooperativa Departamental – EAPCD*). On November 25, *Aguas del Putumayo* was officially created in Puerto Asís. This enterprise will provide ongoing technical assistance in water and basic sanitation to local service providers. The Governor of Putumayo and the mayors from eight municipalities (Mocoa, Puerto Asís, Puerto Caicedo, Puerto Guzmán, Santiago, Sibundoy, Valle del Guamuéz, Villagarzón) signed the agreement to establish the organization.

Under the programmatic element of Building State/Citizen Linkages to Support Municipal Management, ARD, the Ministry of Culture, the International Organization for Migration (IOM) and the UNDP sponsored a training seminar on the production of radio programs. Four representatives of community radio stations from Mocoa, Orito, and Sibundoy participated in the seminar. The *Centro de Gestión Agroempresarial del Bajo Putumayo* (CPGA), created through a grant with the Inter-American Institute for Cooperation in Agriculture (*Instituto Interamericano de Cooperación para la Agricultura – IICA*), was officially launched during an event in Puerto Asís with the participation of the Governor of Putumayo, the mayors of Orito, San Miguel, and Valle del Guamuez, and nearly 50 representatives of community organizations and NGOs. The Center provides technical assistance services in agriculture to the three municipalities, and its pilot project seeks to improve the fishing industry in the region.

In the SIF component, one social infrastructure project was completed during the reporting period,¹ and one project continued under implementation.

Table 1 contains more detailed information on the technical assistance, training, and SIF projects implemented in the department of Putumayo during the reporting period.

Table 1: Projects in Putumayo

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
Colón		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Mocoa		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>MCC de Colombia</i> : training on Integrin software			
		Training on the production of radio programs			
Orito	Member of the CPGA	<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>MCC de Colombia</i> : Training on Integrin software			
		Training on the production of radio programs			
Puerto Asís		<i>Aguas del Huila</i> : training on business management practices for public service providers			

¹ This project was reported as completed in the previous Quarterly Performance Monitoring Report. However, additional work and a budget amendment were required. The project was finally completed during this reporting period and the final two payments (of five) were disbursed.

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>MCC de Colombia</i> : training on Integrin software			
Puerto Caicedo		<i>Aguas del Huila</i> : training on business management practices for public service providers	188-II	Construction of an <i>hogar multiple</i>	100% completed
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>MCC de Colombia</i> : training on Integrin software			
Puerto Guzmán	Creation of the <i>Empresa de acueducto, alcantarillado y aseo</i>	<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>Cinara</i> : training on water distribution networks			
Puerto Leguizamó		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>Cinara</i> : training on water distribution networks			
San Francisco		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
San Miguel	Member of the CPGA	<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Santiago	Creation of the <i>Empresa de acueducto, alcantarillado y aseo</i>	<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>MCC de Colombia</i> : training on Integrin software			

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
Sibundoy		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators Training on the production of radio programs			
Valle del Guamuez	Member of the CPGA	<i>Aguas del Huila</i> : training on business management practices for public service providers <i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators <i>MCC de Colombia</i> : training on Integrin software			
Villagarzón		<i>Aguas del Huila</i> : training on business management practices for public service providers <i>Cinara</i> : training on water distribution networks <i>MCC de Colombia</i> : training on Integrin software	138-II	Construction of 58 housing units for IDPs in <i>Bella Luz</i> and <i>El Palmar</i>	85% completed
Departmental	Creation of Aguas del Putumayo				

B. Caquetá

During the reporting period, the remaining projects in this department advanced significantly.

In support of the improvement of the financial condition of municipal governments, IGAC awarded the first 110 land titles to property owners in Curillo (81) and Albania (29).

Under Improving Domestic Public Services, a representative from the public service provider in Florencia participated in an *Aguas del Huila* training workshop on costs, tariffs, financial viability of service providers and performance indicators. The *Empresa de Administración Cooperativa del Caquetá* (EMCOOPCAQUETÁ), inaugurated in the previous quarter, obtained its legal status on October 13.

Under the third programmatic element, two representatives of community radio stations from Belén de los Andaquíes and Florencia participated in the training seminar on the production of radio programs at the local level.

In the SIF component, two social infrastructure projects continued under implementation during the reporting period.

Table 2 contains more detailed information on the technical assistance, training, and SIF projects implemented in the department of Caquetá during the reporting period.

Table 2: Projects in Caquetá

Municipality	Technical	Training	SIF Projects
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			PO No.	Type	Status
Albania	IGAC awarded 29 land titles to property owners				
Belén de los Andaquíes		Training on the production of radio programs			
Curillo	IGAC awarded 81 land titles to property owners		185-II	Construction of a pier and contention wall	85% completed
Florencia		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators Training on the production of radio programs			
Milán			195-II	Construction of a pier and contention wall on the Orteguzza river	85% completed
Departmental	Legal status of EMCOOPCAQUE TÁ obtained				

C. Nariño

Under Improving the Financial Condition of Municipal Governments, ARD, in an effort to increase the potential for revenue collection by municipal administrations, reformulated the municipal tax code of Chachagui. In addition, ARD completed the assessment, with recommendations, on the financial information system of the *Secretaría de Hacienda* of Pasto. Also under this element, ARD initiated efforts to conduct participatory budget exercises and local government accountability sessions. The mayors from Contadero, Guachucal, Iles, Pasto, Policarpa, and San Pablo participated in the workshop in Cali. Subsequently, ARD provided more specific technical assistance on the formulation of participatory budgets to public officials and community leaders from San Pablo and on preparing information for accountability sessions with an emphasis on the budget formulation process to the mayors of Contadero, Guachucal, and Iles. In these latter three municipalities, the mayors formulated the 2005 municipal budget with citizen participation.

To improve domestic public services, *Fundación Cinara* held a training workshop on water distribution networks with the participation of 12 public officials from 11 municipalities (Arboleda, Córdoba, Chachagui, El Rosario, Guachucal, Iles, La Unión, Pasto, Tuquerres, Tumaco, Yacuanquer). Training included the presentation of case studies and the application of the software Epanet. ARD held technical assistance sessions for 423 people (148 women), including public officials and community leaders from 5 municipalities (Consacá, Contadero, Gualmatán, Iles, Puerres) on the creation of community micro-enterprises for the provision of public services. MCC de Colombia provided training on the implementation and application of the *Integrín* software for 13 representatives of public service providers from 6 municipalities (Chachagui, Córdoba, El Rosario, Guachucal, Leiva, Puerres, Pupiales). *Aguas del Huila* conducted a training workshop on costs, tariffs, financial viability of service providers and performance indicators for 79 people (27 women), representing 38 public service providers from 35 municipalities (Albán, Aldana, Buesaco,

Consacá, Contadero, Córdoba, Cumbal, Cumbitara, Chachagui, El Rosario, El Tambo, Funes, Guachucal, Guitarilla, Gualmatán, Iles, Imues, La Florida, La Unión, Leiva, Los Andes, Nariño, Ospina, Pasto, Policarpa, Puerres, Roberto Payán, Samaniego, Sandoná, San Pablo, San Pedro de Cartago, Taminango, Tumaco, Túquerres, Yacuanquer).

In Building State/Citizen Linkages, nine representatives of community radio stations from 6 municipalities (Ipiales, Pasto, Samaniego, San Pablo, Taminango, Yacuanquer) participated in the training seminar on the production of radio programs. Public officials and community leaders from 10 municipalities (Barbacoas, El Charco, Francisco Pizarro, La Tola, Magui, Mosquera, Olaya Herrera, Roberto Payán, Santa Bárbara de Iscuande, Tumaco) participated in the discussion sessions to formulate the proposal by FEDEMPACIFICO for regional integration along the Pacific Coast. Finally, ARD held technical assistance sessions with the mayor of Tuquerres and other public officials from Guaitarilla, Imues, Ospina, and Sapuyes, to discuss the initiative to re-establish the municipal association of the former province of Túquerres.

In the SIF component, one infrastructure project was obligated and four projects were completed during the reporting period. Eleven additional projects were under implementation.

Table 3 contains more detailed information on the technical assistance, training, and SIF projects implemented in the department of Nariño during the reporting period.

Table 3: Projects in Nariño

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
Alban		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Aldana		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators.	213-II	Construction of classrooms in <i>Nuestra Señora del Pilar School</i>	100% Completed
			275-II	Construction of a waste water treatment plant	50% Completed
Arboleda		<i>Cinara</i> : Training on water distribution networks			
Barbacoas	Participated in formulation of a regional proposal for the Pacific Coast				
Buesaco		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Chachagüi	Municipal tax code reformulated	<i>Cinara</i> : training on water distribution networks	244-II	Construction of a primary treatment system for waste water in	Obligated
		<i>MCC de Colombia</i> : training on Integrin software			

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators		waste water in sector Chorrillo	
Consacá	Technical assistance for the creation of a community micro-enterprise for public services	<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators	282-II	Improvement of the aqueduct and water treatment plant	50% Completed
Contadero	Technical assistance for accountability session	Training on participatory budgets	253-II	Micro-measurement and optimization of the potable water treatment plant	50% Completed
	Formulation of participatory budget	<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
	Technical assistance for the creation of a community micro-enterprise for public services				
Córdoba		<i>Cinara</i> : training on water distribution networks			
		<i>MCC de Colombia</i> : training on Integrin software			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Cumbal		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Cumbitara		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
El Charco	Participated in formulation of a regional proposal for the Pacific Coast				
El Rosario		<i>Cinara</i> : training on water distribution networks			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>MCC de Colombia</i> : training on Integrin software			
El Tambo		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Francisco Pizarro	Participated in formulation of a regional proposal for the Pacific Coast				

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
Funes		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Guachucal	Technical assistance for accountability session	Training on participatory budgets			
		<i>Cinara</i> : training on water distribution networks			
	Formulation of participatory budget	<i>MCC de Colombia</i> : training on Integrin software			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Guaitarilla	Discussion to re-establish the municipal association of the former province of Túquerres	<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Gualmatán	Technical assistance for the creation of a community micro-enterprise for public services	<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators.	256-II	Micro-measurement and optimization of the potable water treatment plant	50% Completed
Iles	Technical assistance for accountability session	Training on participatory budgets	279-II	Construction of three classrooms and a sanitation unit in the school at Iscuazán	50% Completed
	Formulation of participatory budget	<i>Cinara</i> : training on water distribution networks			
	Technical assistance for the creation of a community micro-enterprise for public services	<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Imues	Discussion to re-establish the municipal association of the former province of Túquerres	<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators	255-II	Construction of classrooms in Colegio María Luz -Escuela urbana integrada	50% Completed
Ipiales		Training on the production of radio programs			
La Florida		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators	211-II	Construction of a kindergarten in San Bartolomé School	100% completed
La Tola	Participated in formulation of a regional proposal for the Pacific Coast				
La Unión		<i>Cinara</i> : training on water distribution networks			

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Leiva		<i>MCC de Colombia</i> : training on Integrin software <i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Los Andes (Sotomayor)		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators	208-II	Improvement of urban aqueduct network	100% Completed
Nariño		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Magui (Payán)	Participated in formulation of a regional proposal for the Pacific Coast				
Mosquera	Participated in formulation of a regional proposal for the Pacific Coast				
Olaya Herrera	Participated in formulation of a regional proposal for the Pacific Coast				
Ospina	Discussion to re-establish the municipal association of the former province of Túquerres	<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators	262-II	Expansion of the educational institution Francisco de Paula Santander	50% completed
Pasto	Assessment on the financial information system of the <i>Secretaría de Hacienda</i>	Training on participatory budgets			
		<i>Cinara</i> : training on water distribution networks			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators.			
		Training on the production of radio programs			
Policarpa		Training on participatory budgets <i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Puerres	Technical assistance for the creation of a	<i>MCC de Colombia</i> : training on Integrin software			

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
	community micro-enterprise for public services	<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Pupiales		<i>MCC de Colombia</i> : training on Integrin software	254-II	Expansion and improvement of <i>José María Hernández. San Francisco School</i>	50% Completed
Roberto Payán	Participated in formulation of a regional proposal for the Pacific Coast	<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Samaniego		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators	212-II	Construction of a water treatment plant and waste water collectors in <i>barrios</i> San Juan and Avenida Mayor Alejandro	100% Completed
		Training on the production of radio programs			
Sandoná		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators	276-II	Construction of a school cafeteria and a sanitation unit in educational institution Jesús de Praga	50% Completed
San Pablo		Training on participatory budgets			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		Training on the production of radio programs			
San Pedro de Cartago		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Sapuyes	Discussion to re-establish the municipal association of the former province of Túquerres				
Santa Barbara	Participated in formulation of a regional proposal for the Pacific Coast				
Taminango		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators	257-II	Construction of classrooms and a sanitation unit for <i>escuela</i>	50% Completed

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
		Training on the production of radio programs		<i>nueva de Curiaco</i>	
Túquerres		<i>Cinara</i> : training on water distribution networks <i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Tumaco	Participated in formulation of a regional proposal for the Pacific Coast	<i>Cinara</i> : training on water distribution networks <i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Yacuanquer		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators Training on the production of radio programs	278-II	Construction of sewage water primary treatment system	50% Completed

D. Cauca

Under Improving the Financial Condition of Municipal Governments, ARD completed its technical assistance for the administrative restructuring of the municipal administration of Patía and Santander de Quilichao. In Santander de Quilichao, the mayor issued three decrees to officially implement the new administrative structure, to begin in January 2005. The decrees include the adoption of new by-laws for the municipal administration (*Estatuto Básico*), the new organizational structure (*Estructura Orgánica*), and the new salaries scale (*Escalas de Remuneración*). The municipal council had already adopted two local ordinances (*acuerdos municipales*) authorizing the mayor to adopt the administrative restructuring. In Patía, the proposal for administrative restructuring included a new organizational structure (*Estructura Orgánica*); a proposal for the new personnel composition (*Planta de Cargos*); a cost-benefit analysis comparing the prior and new structures; various procedures manuals; and several models on how the new administrative structure needs to be presented to the municipal council for its approval (*proyectos de acuerdo*). To date, the municipal council of this municipality approved the new salaries scale (*escala de remuneración*) through a local ordinance (*acuerdo municipal*). Also under this element, ARD provided training on the EOP for 200 public officials (73 women) and municipal council members from 12 municipalities (Buenos Aires, Caloto, Cajibío, Corinto, Jambaló, Padilla, Piendamó, Miranda, Morales, Silvia, Toribío, Villarica). The training emphasized the need to update EOPs to current legal norms, the appropriate presentation of the budget to the municipal council, concrete examples on how to formulate the financial plan, and variables to be considered when formulating an Annual Investment Program (*Programa Operativo Anual de Inversiones – POAI*). Subsequently, the municipal councils of Buenos Aires, Jambaló, Miranda, Padilla, Piendamó, Silvia, and Toribío approved their respective EOPs. ARD also provided specific training on the formulation and management of municipal budgets for 78 public officials from 7 municipalities (Caldono, Caloto, Corinto, Jambaló, Padilla, Santander de Quilichao, Silvia). ARD, in an effort to increase the potential for revenue collection by municipal administrations, reformulated the municipal tax codes of Padilla, Patía, Santander de Quilichao, and Sucre. The municipal tax code for Santander de Quilichao was approved by the municipal council in December. In promoting participatory budgets, the mayors from 7 municipalities (Caloto, Corinto, Mercaderes, Patía, Santander de Quilichao,

Sucre, Villarica) participated in the workshop in Cali in October. Subsequently, ARD provided conducted specific technical assistance sessions to on the formulation of participatory budgets to public officials and community leaders from Corinto, Caldono, Caloto, Padilla, and Santander de Quilichao. As a result of this process, the municipalities of Mercaderes, Patía and Sucre in Cauca held preliminary exercises on participatory budgets, in which projects within several budget line items were prioritized with citizens. Three hundred and ninety-seven people, including 290 community members, 45 municipal council members and 25 public officials, participated in these exercises. Finally, during the reporting period, ARD conducted field visits to Caldono, Toribío, and Villarica to conduct an assessment on the computer systems of the municipal administrations, particularly in their support to the finance and revenue offices.

In the programmatic element Improving Domestic Public Services, *Fundación Cinara* conducted four training workshops. The first workshop on the relationship between health and water was targeted to 16 representatives (4 women) of the operator of the Piendamó-Morales aqueduct and rural users. Topics included the factors that contribute to the pollution of water sources, health risks associated with water pollution, the importance of improving the quality of water for human consumption, and tests for analyzing the quality of water. The second workshop on the quality of service provision targeted 36 users (11 women) of the Piendamó-Morales regional aqueduct. The third workshop on water distribution networks included the participation of 6 public officials from Caldono, La Vega, Patía, Piendamó, and Santander de Quilichao. Training consisted in the presentation of case studies and the application of the software Epanet. The fourth workshop on the management of water resources benefited 18 public officials (5 women) from 12 municipalities (Cajibío, Caldono, Corinto, Bolivar, Florencia, Mercaderes, Puracé, Santander de Quilichao, San Sebastián, Sucre, Timbío, Toribío). Aguas del Huila held a training workshop on costs, tariffs and financial viability of domestic public services for 59 people (18 women, 5 Afro-Colombians, 5 indigenous people), representing 32 public service providers from 31 municipalities (Almaguer, Argelia, Balboa, Buenos Aires, Caldono, Caloto, Cajibío, Corinto, El Tambo, Florencia, Inzá, La Sierra, Mercaderes, Miranda, Morales, Páez, Padilla, Patía, Piendamó, Popayán, Puracé, San Sebastián, Silvia, Sotará, Suarez, Sucre, Timbío, Totoró, Toribío, Rosas, Villarica). The MEHTD, through its agreement with ARD, conducted technical assistance sessions with 149 people (52 women), including 79 community leaders, 9 public officials, and 35 public service users, from Bolivar, Inzá, Sucre, and San Sebastián to disseminate the initiative to create community micro-enterprises for the provision of public services. MCC de Colombia conducted a training workshop on the implementation and application of the Integrín software for 15 public officials from 7 municipalities (Balboa, El Tambo, Morales, Padilla, Piendamó, Totoró, Villarica). ARD held a technical assistance session for the creation of a CDCS in Caloto and the election of the committee's representatives. A total of 148 community members (67 women) participated in this event.

Under Building State/Citizen Linkages to Support Municipal Management, the *Red de Mujeres del Cauca* held four training workshops for women networks from 6 municipalities (Caloto, Miranda, Padilla, Puerto Tejada, Santander de Quilichao, Villarica). A total of 941 people (839 women; 749 Afro-Colombians) participated in these workshops. The *Red de Mujeres* also visited three women's networks (*Oficina de la equidad de la Mujer; Mujeres que Crean; Red Nacional de Mujeres Afrocolombianas*) in Antioquia to exchange experiences on institutional strengthening of women's networks and to establish relationships with similar organizations. Finally, this organization sponsored the first *conversatorio* on citizen actions with a focus on gender. This forum was an opportunity to discuss the problems and main issues affecting women and to propose short and medium term action plans to advance on programs for women. Sixty-five community leaders (59 women; 57 Afro-Colombians) from the same six municipalities participated in the *conversatorio*. Nine representatives of community radio stations from 6 municipalities (Cajibío, El Tambo, Patía,

Popayán, Santander de Quilichao, Silvia) participated in the seminar on the production of radio programs. Under the project to consolidate an ETI in Caldono and formulate a multiethnic Life Plan, the *Asociación de Cabildos Ukawe's Nasa Cxhap de Caldono* reached agreements with newly elected indigenous authorities on the activities needed to continue with the formulation of the ETI; assigned health promoters as part of the health component in the Life Plan; and presented the preliminary Life Plan to indigenous traditional authorities, municipal council members public officials and community leaders. A total of 126 people (50 women), mainly indigenous, participated in these activities. Fedempacífico completed its proposal for departmental regional integration in the Pacific Coast. Public officials and community leaders from López de Micai, Guapi, and Timbiquí participated in the discussion sessions to formulate the proposal.

In the SIF component, one project was completed during the reporting period and fourteen projects were under implementation.

Table 4 contains more detailed information on the technical assistance, training, and SIF projects implemented in the department of Cauca during the reporting period.

Table 4: Projects in Cauca

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
Almaguer		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Argelia		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Balboa		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators <i>MCC de Colombia</i> : training on Integrin software			
Bolivar	MEHTD: technical assistance on the creation of a community micro-enterprise for public services	<i>Cinara</i> : training on management of water resources			
Buenos Aires	Municipal council approved EOP	Training on EOP <i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Cajibío		Training on EOP <i>Cinara</i> : training on management of water resources	260-II	Improvement of water power and conduction line of the rural	50% Completed

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
		<p><i>Aguas del Huila</i>: training on costs, tariffs, financial viability of service providers and performance indicators</p> <p>Training on the production of radio programs</p>		aqueduct	
Caldono	Assessment of the computer systems of the municipal administration	Training on formulation and management of municipal budget			
	<i>Asociación de Cabildos Ukawe's Nasa Cxchap</i> : agreement with elected authorities to continue formulation of Life Plan; selection of health promoters; presentation of preliminary Life Plan	<i>Cinara</i> : training on water distribution networks			
		<i>Cinara</i> : training on management of water resources			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Caloto	Technical assistance for the creation of the CDCS	Training on EOP			
		Training on formulation and management of municipal budget			
		Training workshop on participatory budgets			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>Red de Mujeres del Norte del Cauca</i> : training workshops on citizen participation and organizational leadership			
		<i>Red de Mujeres del Norte del Cauca</i> : conversatorio on citizen action with a focus on gender			
Corinto		Training on EOP			
		Training on formulation and management of municipal budget			
		Training on participatory budgets			
		<i>Cinara</i> : training on management of water resources			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators.			

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
El Tambo		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators.	283-II	Construction of 50 sanitation units	50% Completed
		<i>MCC de Colombia</i> : Training on Integrin software			
		Training on the production of radio programs			
Florencia		<i>Cinara</i> : Training on management of water resources	268-II	Replacement of the sewage system in sector III of urban center	50% Completed
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators.			
Guapi	Participated in formulation of a regional proposal for the Pacific Coast				
Inzá	MEHTD: technical assistance on the creation of a community micro-enterprise for public services				
Jambaló	Municipal council approved EOP	Training on formulation and management of municipal budget			
La Sierra		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators.			
La Vega		<i>Cinara</i> : Training on water distribution networks			
López de Micai	Participated in formulation of a regional proposal for the Pacific Coast				
Mercaderes	Preliminary exercise on participatory budget	Training on participatory budgets	181-II	Public works for the extension of the aqueduct	100% Completed
		<i>Cinara</i> : training on management of water resources			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators.			
Miranda	Municipal council	Training on EOP			

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
	approved EOP	<p><i>Aguas del Huila</i>: training on costs, tariffs, financial viability of service providers and performance indicators.</p> <p><i>Red de Mujeres del Norte del Cauca</i>: training workshops on citizen participation and organizational leadership</p> <p><i>Red de Mujeres del Norte del Cauca</i>: <i>conversatorio</i> on citizen action with a focus on gender</p>			
Morales		<p>Training on EOP</p> <p><i>MCC de Colombia</i>: training on Integrin software</p> <p>Cinara: training on relationship between health and water</p> <p>Cinara: training on quality of service provision</p> <p><i>Aguas del Huila</i>: training workshop on costs, tariffs, financial viability of service providers and performance indicators</p>	214-II	Improvement of the regional aqueduct; expansion of the water treatment plant and improvement of conduction lines ²	85% Completed
Padilla	<p>Municipal council approved EOP</p> <p>Municipal tax code reformulated</p>	<p>Training on EOP</p> <p>Training on formulation and management of municipal budget</p> <p><i>Aguas del Huila</i>: training on costs, tariffs, financial viability of service providers and performance indicators.</p> <p><i>MCC de Colombia</i>: Training workshop on Integrin software</p> <p><i>Red de Mujeres del Norte del Cauca</i>: training workshops on citizen participation and organizational leadership</p> <p><i>Red de Mujeres del Norte del Cauca</i>: <i>conversatorio</i> on citizen action with a focus on gender</p>	281-II	Construction second stage of La Ceiba canal	50% Completed

² This SIF project also benefits the municipality of Piendamó.

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
Páez		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators	269-II	Construction of a sewage master plan, phase I	50% Completed
Patía	Technical assistance for the restructuring of the municipal administration	Training on participatory budgets	258-II	Replacement of the sewage system in sector <i>camping-La Unión-Modelo bajo del Bordo</i>	50% Completed
	Municipal tax code reformulated	<i>Cinara</i> : training on water distribution networks			
	Preliminary exercise on participatory budget	<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		Training on the production of radio programs			
Piendamó		Training on EOP	264-II	Construction of 48 sanitation units in the urban area	50% Completed
		<i>Cinara</i> : workshop on relationship between health and water			
		<i>Cinara</i> : training on quality of service provision			
		<i>Cinara</i> : training on water distribution networks			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>MCC de Colombia</i> : training on Integrin software			
Popayán		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		Training on the production of radio programs			
Puerto Tejada		<i>Red de Mujeres del Norte del Cauca</i> : training workshops on citizen participation and organizational leadership			
		<i>Red de Mujeres del Norte del Cauca</i> : conversatorio on citizen action with a focus on gender			
Puracé		<i>Cinara</i> : training on management of water resources	259-II	Construction of a portion of the sewage master	50% Completed

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators.		plan	
Rosas		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators.			
San Sebastián	MEHTD: technical assistance on the creation of a community micro-enterprise for public services	<i>Cinara</i> : training on management of water resources	277-II	Expansion of sewage system in urban area	50% Completed
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators.			
Santander de Quilichao	Technical assistance for the restructuring of the municipal administration	Training on the production of radio programs	127-II	Sewage construction Construction of second phase of the sewage collector	85% Completed
		Training on formulation and management of municipal budget	280-II		
	Municipal tax code reformulated and approved by municipal council	Training on participatory budgets			
		<i>Cinara</i> : Training on water distribution networks <i>Cinara</i> : Training on management of water resources			
		<i>Red de Mujeres del Norte del Cauca</i> : training workshops on citizen participation and organizational leadership			
		<i>Red de Mujeres del Norte del Cauca</i> : conversatorio on citizen action with a focus on gender			
Silvia		Training on EOP	270-II	Construction of a sanitation sewage in <i>barrio Belén Centro</i>	50% Completed
		Training on formulation and management of municipal budget			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators.			
		Training on the production of radio programs			
Sotará		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators.			

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
Suárez		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators.			
Sucre	Municipal tax code reformulated Preliminary exercise on participatory budget MEHTD: technical assistance on the creation of a community micro-enterprise for public services	Training on participatory budgets			
		<i>Cinara</i> : training on management of water resources			
		<i>Aguas del Huila</i> : training workshop on costs, tariffs, financial viability of service providers and performance indicators			
Timbiquí	Participated in formulation of a regional proposal for the Pacific Coast				
Timbío		<i>Cinara</i> : training on management of water resources <i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators.			
Toribio	Municipal council approved EOP Assessment on the computer systems of the municipal administration	Training on EOP			
		<i>Cinara</i> : training on management of water resources			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators.			
Totoró		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>MCC de Colombia</i> : training on Integrin software			
Villa Rica	Assessment on the computer systems of the municipal administration	Training on EOP	272-II	Construction of a sewage master plan, phase III	50% Completed
		Training on participatory budgets			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
		<i>MCC de Colombia: training on Integrin software</i>			
		<i>Red de Mujeres del Norte del Cauca: training workshops on citizen participation and organizational leadership</i>			
		<i>Red de Mujeres del Norte del Cauca: conversatorio on citizen action with a focus on gender</i>			

E. Valle del Cauca

To Improve the Financial Condition of Municipal Governments, ARD reformulated the municipal tax code of Jamundí. ARD also provided training on the formulation and management of municipal budgets with the participation of 2 public officials from Candelaria. Training emphasized the appropriate presentation of the budget to the municipal council for its approval. The mayor from Candelaria participated in workshop on participatory budgets in Cali. Subsequently, ARD held more specific technical assistance sessions with public officials from this municipality for conducting a participatory budget exercise.

To Build State/Citizen Linkages To Support Municipal Management, four representatives of community radio stations from Buenaventura, Buga, and Tuluá participated in the seminar on the production of radio programs with a focus on peaceful coexistence, democracy, and municipal management.

Table 5 contains more detailed information on the technical assistance, and training projects implemented in the department of Valle del Cauca during the reporting period.

Table 5: Projects in Valle del Cauca

Municipality	Technical Assistance	Training
Buenaventura		Training on the production of radio programs
Buga		Training on the production of radio programs
Candelaria		Training on the formulation and management of municipal budgets Training on participatory budgets
Jamundí	Municipal tax code reformulated	
Tuluá		Training on the production of radio programs

F. Huila

Under the programmatic element of Improving the Financial Condition of Municipal Governments, ARD held a training workshop on the elaboration and management of municipal budgets and formulation of EOP for 31 public officials (10 women) from 13 municipalities (Agrado, Aipe, Altamira, Hobo, Garzón, Nátaga, Paicol, Pital, Rivera, Saladoblanco, Suaza, Timaná, Villavieja). Training emphasized the programming, implementation and evaluation of the budget and the formulation of a financial plan and a POAI. ARD also provided technical assistance to the mayor and public officials from San Agustín to formulate the municipal budget for 2005. Subsequently the mayor approved the budget through a local ordinance. In addition, ARD reformulated the municipal tax codes of Garzón, San Agustín and Suaza. ARD met with 15 public officials and municipal council members from San Agustín to explain the modifications to the municipal tax code and the implications in terms of revenue collection. The municipal councils of San Agustín, and Suaza subsequently approved the codes. ARD conducted assessments of the computer systems of the municipal administrations, particularly in their support to the finance and revenue offices, of 7 municipalities (Elías, Guadalupe, Hobo, Iquira, Nátaga, Palestina, Villavieja). Under the initiative to promote participatory budgets, the mayors from Elías, Guadalupe, and Pitalito participated in workshop in Cali. Following this event, ARD held technical assistance sessions with the mayors and municipal councils of Aipe, Guadalupe, and Pitalito to program specific activities to increase citizen participation in the formulation and evaluation of municipal budgets during 2005.

In the area to Improve Domestic Public Services, *Aguas del Huila* conducted three training workshops during the reporting period. The first one, on business management practices, targeted 48 representatives (17 women) of public service providers from 29 municipalities (Acevedo, Aipe, Algeciras, Baraya, Campoalegre, Colombia, Elías, Gigante, Garzón, Guadalupe, Hobo, Iquira, La Argentina, La Plata, Nátaga, Neiva, Paicol, Palestina, Pital, Pitalito, Rivera, Saladoblanco, San Agustín, Santa María, Suaza, Tarqui, Tello, Teruel, Villavieja). The second training on costs, tariffs, financial viability of service providers and performance indicators reached 54 public officials from 33 municipalities (Acevedo, Aipe, Algeciras, Altamira, Baraya, Campoalegre, Elías, Garzón, Gigante, Guadalupe, Hobo, Isnos, Iquira, La Argentina, La Plata, Nátaga, Oporapa, Paicol, Palestina, Palermo, Pital, Pitalito, Rivera, Saladoblanco, San Agustín, Santa María, Suaza, Tarqui, Tello, Teruel, Timaná, Villavieja, Yaguará). Finally, the third workshop on operation and maintenance of water treatment plants was held for 11 public officials and community leaders from Baraya. *Fundación Cinara* held a training workshop on models for water distribution networks, with the participation of 7 public officials from 5 municipalities (Aipe, La Plata, Neiva, Pitalito, San Agustín). Finally, MCC de Colombia provided training on the implementation and application of the Integrín software for 8 people (6 women) from Aipe, Altamira, and Nátaga.

Under the programmatic element to Build State/Citizen Linkages to Support Municipal Management, four representatives of community radio stations from Garzón, La Plata, Pitalito, and San Agustín, participated in the training seminar on the production of radio. The CPGA of southern Huila, created with technical assistance from the IICA, was officially inaugurated. The ceremony was led by the Minister of Agriculture and the Governor of Huila, with the participation of over 200 representatives of agribusinesses in Huila.

In the SIF Component, three infrastructure projects were completed under the reporting period and twenty-two projects continued under implementation.

Table 6 contains more detailed information on the technical assistance, training, and SIF projects implemented in the department of Huila during the reporting period.

Table 6: Projects in Huila

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
Acevedo		<i>Aguas del Huila</i> : Training on business management practices for public service providers	249-II	Construction of two classrooms and a sanitation unit in educational institution José. A. Gómez, and sanitation unit and kitchen in educational institution Ramón Luna	50% Completed
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Agrado		Training on formulation and management of municipal budgets and formulation of EOP			
Aipe		Training on formulation and management of municipal budgets and formulation of EOP			
		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>Cinara</i> : training on water distribution networks			
		<i>MCC de Colombia</i> : training on Integrin software			
Algeciras		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Altamira		Training on formulation and management of municipal budgets and formulation of EOP			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>MCC de Colombia</i> : training on Integrin software			
Baraya		<i>Aguas del Huila</i> : training on business management practices for public service providers	210-II	Improvement of the urban aqueduct	100% Completed

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>Aguas del Huila</i> : training on operation and maintenance of water treatment plants			
Campoalegre		<i>Aguas del Huila</i> : training on business management practices for public service providers	229-II	Construction of an emergency unit for the hospital	50% Completed
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators	233-II	Construction of sewage networks with a connection to the main network in barrios San Martín and Las Mercedes	50% Completed
Colombia		<i>Aguas del Huila</i> : training on business management practices for public service providers			
Elías	Assessment of the computer systems of the municipal administration	Training on participatory budgets			
		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Garzón	Tax code reformulated	Training on formulation and management of municipal budgets and formulation of EOP			
		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		Training on the production of radio programs			
Gigante		<i>Aguas del Huila</i> : training on business management practices for public service providers	250-II	Construction of a water collector and 28 sanitation units	50% Completed
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
Guadalupe	Assessment of the computer systems of the municipal administration	Training on formulation and management of municipal budgets and formulation of EOP	230-II	Construction of the new conduction line for the urban aqueduct	50% Completed
		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Hobo	Assessment of the computer systems of the municipal administration	Training on formulation and management of municipal budgets and formulation of EOP	267-II	Construction of 27 sanitation units with connection to the main sewage network	50% Completed
		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Iquira	Assessment of the computer systems of the municipal administration	<i>Aguas del Huila</i> : training on business management practices for public service providers	240-II	Construction of an emergency unit for the hospital	50% Completed
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Isnos		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators	222-II	Construction of 41 sanitation units in barrio Emiro Barrera	50% Completed
La Argentina		<i>Aguas del Huila</i> : training on business management practices for public service providers	228-II	Construction of 40 sanitation units	50% Completed
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
La Plata		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>Cinara</i> : training workshop on water distribution networks Training on the production of radio programs			

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
Nátaga	Assessment of the computer systems of the municipal administration	Training on formulation and management of municipal budgets and formulation of EOP <i>Aguas del Huila</i> : training on business management practices for public service providers	227-II	Construction of an emergency room in the Administrative Health Unit	50% Completed
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>MCC de Colombia</i> : training on Integrin software			
Neiva		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Cinara</i> : training on water distribution networks			
Oporapa		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators	225-II	Construction of an emergency unit for the hospital	50% Completed
Paicol		Training on formulation and management of municipal budgets and formulation of EOP	238-II	Construction of a sewage water collector	50% Completed
		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Palestina	Assessment of the computer systems of the municipal administration	<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Palermo		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators	241-II	Construction of a rain water sewage system for <i>Barrio Los Comuneros</i>	50% Completed
Pital		Training on formulation and management of municipal budgets and formulation of EOP <i>Aguas del Huila</i> : training on business management practices for public service providers	237-II	Construction of 33 sanitation units and sewage replacement in <i>barrios El Altico and La Esperanza</i>	50% Completed

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Pitalito		Training on participatory budgets	224-II	Construction of a water canal for Los <i>Tiestos</i> , phase II	50% Completed
		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>Cinara</i> : training on water distribution networks Training on the production of radio programs			
Rivera		Training on formulation and management of municipal budgets and formulation of EOP	234-II	Replacement of sewage system (<i>calle 4 carreras 11 y salida al centro turístico las termas y sector casablanca</i>)	50% Completed
		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Saladoblanco	Tax code reformulated	Training on formulation and management of municipal budgets and formulation of EOP	216-II	Construction of a hospital room and patients' unit in the health center, phase II	100% completed
		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
San Agustín	Tax code reformulated and approved by the municipal council	<i>Aguas del Huila</i> : training on business management practices for public service providers	223-II	Expansion and improvement of the potable water treatment plant	50% Completed
	Technical assistance for the formulation and approval by the municipal council of the budget	<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
	Information session on	<i>Cinara</i> : Training on water distribution networks			

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
	modifications to municipal tax code	Training on the production of radio programs			
Santa María		<i>Aguas del Huila</i> : training on business management practices for public service providers	251-II	Improvement of the aqueduct	50% Completed
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Suaza	Tax code reformulated and approved by the municipal council	Training on formulation and management of municipal budgets and formulation of EOP	231-II	Construction of a conduction line of the aqueduct for uphill neighborhoods in the urban center	50% Completed
		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Tarqui		<i>Aguas del Huila</i> : training on business management practices for public service providers	265-II	Replacement of water pipes for the aqueduct network	50% Completed
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Tello		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Teruel		<i>Aguas del Huila</i> : training on business management practices for public service providers	79-II	Relocation of pipes and sand-remover system of the aqueduct	100% Completed
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Tesalia			226-II	Expansion and remodeling of the Santa Teresa hospital (delivery unit)	50% Completed
Timaná		Training on formulation and management of municipal budgets and formulation of EOP			

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Villavieja	Assessment of the computer systems of the municipal administration	Training on formulation and management of municipal budgets and formulation of EOP	243-II	Improvement of the sewage network	50% Completed
		<i>Aguas del Huila</i> : training on business management practices for public service providers			
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
Yaguará		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			

G. Tolima

Under the programmatic element to Improve the Financial Condition of Municipal Government, ARD reformulated the municipal tax codes of Ataco, Chaparral and Planadas. The municipal councils of all three municipalities approved the new tax codes. Also during the reporting period, the municipal councils of Ataco and Rioblanco approved their EOPs, formulated with technical assistance from ARD.

To Improve Domestic Public Services, *Aguas del Huila* conducted two training workshops. The first workshop on business management practices was provided to 10 public officials from 6 municipalities (Ataco, Chaparral, Planadas, Rioblanco, Rovira, San Antonio). The second workshop on costs, tariffs, financial viability of service providers and performance indicators was provided to 10 public officials from these same municipalities. *Fundación Cinara* sponsored a training workshop on water distribution networks with the participation of three public officials from Chaparral, Planadas, and Rioblanco. Training included the presentation of case studies and the application of the software Epanet. Finally, MCC de Colombia held a training workshop on the implementation and application of the *Integrín* software, with the participation of two public officials from Rioblanco.

Under Building State/Citizen Linkages, ARD conducted four training workshops in Ataco, Chaparral, Planadas, and Rioblanco, replicating APM for women's networks. This activity resulted in the creation and/or strengthening of *Consejos Comunitarios de Mujeres* in the four municipalities and the development of action plans for each *Consejos*. A total of 96 women (3 indigenous people; 2 Afro-Colombians) participated in these workshops.

In the SIF component, four projects were under implementation during the reporting period.

Table 7 contains more detailed information on the technical assistance, training, and SIF projects implemented in the department of Tolima during the reporting period.

Table 7: Projects in Tolima

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
Ataco	Municipal tax code reformulated and approved by the municipal council EOP approved by municipal council	<i>Aguas del Huila</i> : training on business management practices for public service providers	266-II	Improvement of the aqueduct system and water treatment plant	50% Completed
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		APM workshop for the <i>Consejo Comunitario de Mujeres</i>			
Chaparral	Municipal tax code reformulated and approved by the municipal council	<i>Aguas del Huila</i> : training on business management practices for public service providers	247-II	Construction of a sewage system to clean up the <i>La Pioja</i> river	50% Completed
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>Cinara</i> : training on water distribution networks			
		Training on the production of radio programs			
		APM workshop for the <i>Consejo Comunitario de Mujeres</i>			
Planadas	Municipal tax code reformulated and approved by the municipal council	<i>Aguas del Huila</i> : training on business management practices for public service providers	261-II	Improvement of the aqueduct system and the water treatment plant	50% Completed
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>Cinara</i> : training on water distribution networks			
		Training on the production of radio programs			
		APM workshop for the <i>Consejo Comunitario de Mujeres</i>			
Rioblanco	EOP approved by municipal council	<i>Aguas del Huila</i> : training on business management practices for public service providers	242-II	Construction of a portion of the sewage system (<i>calle 3 entre carrera 4 y 6</i>)	50% Completed
		<i>Aguas del Huila</i> : training on costs, tariffs, financial viability of service providers and performance indicators			
		<i>Cinara</i> : training on water distribution networks			

Municipality	Technical Assistance	Training	SIF Projects		
			PO No.	Type	Status
		<i>MCC de Colombia:</i> training on Integrin software			
		APM workshop for the <i>Consejo Comunitario de Mujeres</i>			
Roncesvalles		<i>Aguas del Huila:</i> training on business management practices for public service providers			
		<i>Aguas del Huila:</i> training on costs, tariffs, financial viability of service providers and performance indicators			
San Antonio		<i>Aguas del Huila:</i> training on business management practices for public service providers			
		<i>Aguas del Huila:</i> training on costs, tariffs, financial viability of service providers and performance indicators			

*H. Bolivar*³

To Improve the Financial Condition of Municipal Governments, ARD reformulated the municipal tax code of Santa Rosa, which was later approved by the municipal council. ARD also held information meetings with 68 representatives of the municipal councils and community members (21 women) from Santa Rosa and Simití to present the modifications to the municipal tax codes and its implications for revenue collection. ARD provided training on the EOP to 43 public officials and municipal council members from Santa Rosa and Simití. Training emphasized the need to update the EOPs to current legal norms, the appropriate presentation of the budget to the municipal council, concrete examples on how to formulate the financial plan, and variables to be considered when formulating a POAI. The municipal councils of both municipalities approved their respective EOPs. The mayors from Cantagallo, El Peñon, and San Pablo participated in ARD's training workshop on participatory budgets in Cali.

Under the programmatic element of Improving Domestic Public Services, the MEHTD held a training workshop on business management practices for eight representatives of public service providers (3 women) from Santa Rosa, Simití and Puerto Wilches. During the workshop, service providers committed to specific performance targets in administrative, commercial, financial, technical and operational areas. ARD conducted two training workshops on citizen oversight and the role of the CDCS for 43 community leaders (25 women) from Santa Rosa and Simití.

To promote State/Citizen Linkages, eight representatives of community radio stations from 8 municipalities (Santa Rosa and Simití in Bolivar; Barrancabermeja, Bucaramanga, Puerto Wilches,

³ Few activities are under implementation in this department due to the pending addition of funds to the contract budget.

Betulia, San Gil, San Vicente del Chucurí in Santander) participated in the seminar on the production of radio programs.

Table 8 contains more detailed information on the technical assistance and training projects implemented in the department of Bolivar during the reporting period.

Table 8: Projects in Bolivar

Municipality	Technical Assistance	Training
Cantagallo		Training on participatory budgets
El Peñon		Training on participatory budgets
San Pablo		Training on participatory budgets
Santa Rosa del Sur	Municipal tax code reformulated and approved by the municipal council.	Training on EOP
	EOP approved by municipal council	MEHTD: Training on business management practices for public service providers
	Information session on modifications to the municipal tax code	
	Technical assistance for the creation of the CDCS	Training on the production of radio programs
Simití	EOP approved by municipal council	Training workshop on EOP
	Information session on modifications to the municipal tax code	MEHTD: Training on business management practices for public service providers
	Technical assistance for the creation of the CDCS	Training workshop on the production of radio programs at the local level
Barrancabermeja (Santander)		Training on the production of radio programs
Betulia (Santander)		Training on the production of radio programs
Bucaramanga (Santander)		Training on the production of radio programs
Puerto Wilches (Santander)		MEHTD: Training on business management practices for public service providers
San Gil (Santander)		Training on the production of radio programs
San Vicente del Chucurí (Santander)		Training on the production of radio programs

I. Antioquia⁴

To Improve the Financial Condition of Municipal Governments, ARD reformulated the municipal tax code of Nechí. ARD also held information meetings with the municipal councils of Nechí,

⁴ Few activities are under implementation in this department due to the pending addition of funds to the contract budget.

Tarazá, Valdivia to present the reformulated tax codes and seek their approval. During these meetings, both the municipal council members and representatives of the local community learned about the implications for revenue collection of the new tax codes. The municipal councils in all three municipalities approved the new tax codes. The municipal council of Nechí also approved the EOP, formulated with the technical assistance from ARD. The mayor from Nechí participated in the training workshop on participatory budgets in Cali. ARD later held technical assistance sessions with public officials and community leaders from Tarazá, Cáceres, and Nechí on participatory budgets by conduction simulations, including explanations on the various line items of the municipal budget. A total of 92 people (29 women), including 1 mayor, 25 municipal council members, and 45 community leaders, participated in these sessions.

Under the programmatic element of Improving Domestic Public Services, *Fundación Cinara* held a training workshop on models for water distribution networks, with the participation of three public officials from Cauca, El Bagre, and Tarazá.

Table 9 contains more detailed information on the technical assistance and training projects implemented in the department of Antioquia during the reporting period.

Table 9: Projects in Antioquia

Municipality	Technical Assistance	Training
Cáceres		Simulation exercise on participatory budget
Caucasia		<i>Cinara</i> : Training on water distribution networks
El Bagre		<i>Cinara</i> : Training on water distribution networks
Nechí	Municipal tax code reformulated and approved by municipal council	Training on participatory budgets
	EOP approved by municipal council	Simulation exercise on participatory budget
Valdivia	Municipal tax code approved by municipal council	
Tarazá	Municipal tax code approved by municipal council	Simulation exercise on participatory budget
		<i>Cinara</i> : Training on water distribution networks

IV. Case Study: Strengthening Municipal Financial Management Through Training on Public Budgeting and the *Estatuto Orgánico de Presupuesto*

In general, public officials and municipal councils in DLGP II municipalities are unfamiliar with the legal norms on financial management and the proper administrative procedures and methodologies for public budgeting. They also lack the technical skills to formulate and manage the budgets in an efficient, transparent and equitable way. One goal of the Finance and Revenue Component has therefore been to increase the efficiency and compliance of public officials in the assignment and management of municipal budgets. DLGP II activities to meet this goal have included technical assistance and training so that municipal administrations can adopt the technical and legal framework required for public budgeting.

ARD divided this process into three stages. The first stage was an assessment of the general financial situation of each beneficiary municipality. This assessment identified the main structural problems faced by the municipal administrations in financial management. The second stage was the design and distribution of various manuals that simply and clearly lay out the procedures for financial management, as well as easy-to-use charts and formats to facilitate compliance with all steps of the budgetary process (programming, formulation, execution, and evaluation). One of these manuals presents the multiple legal norms guiding budgetary regulations, including the budget regulatory statute (*Estatuto Orgánico de Presupuesto* – EOP). A practical technical assistance and training strategy, based on the manuals, was implemented as part of this stage

Assessment Phase

During this phase, ARD identified the main strengths, weaknesses and challenges faced by eight municipal administrations in the area of financial management. This was a necessary step in order to better tailor the project to the specific needs of each municipal administration. A series of formats and instruments to gather the relevant information were prepared and applied in the municipalities. The eight beneficiary municipalities included Puerto Asís, Puerto Caicedo, Valle del Guamuez, and

San Miguel in Putumayo; Belén de los Andaquíes and El Doncello in Caquetá; Ipiales in Nariño; and Villarrica in Cauca

The results were far from positive. The participating municipal administrations faced structural problems in a variety of administrative and financial areas. ARD soon became aware of the need to formulate a comprehensive technical assistance and training strategy for municipal administrations and councils. Public officials desperately required the technical tools required for the proper management of financial resources, as well as legislation concerning municipal budgets, particularly the EOP.

Technical Assistance and Training Phase

The purpose of the second phase was to provide training and technical assistance to public officials on all issues surrounding the budget cycle, such as planning, programming, implementation and evaluation of the budget, as well as on the update and formulation of an EOP for their municipalities.

The first obstacle that had to be overcome was the shortcomings of the budgets developed by the previous municipal administrations. These budgets had serious errors in their estimated revenues and expenditures. The municipal administrations that took office in January 2004 had to deal with these errors. ARD provided specific support to nine municipal administrations to make the necessary adjustments to their budgets. Technical assistance for the modification of these budgets consisted of three steps: 1) evaluation of the budget left by the prior administration; 2) adjustments to the budget according to the development plans of the newly elected mayor; and 3) clarifications of ways in which the modifications needed to be presented to the municipal council for its approval. The nine municipalities that benefited from this support included Sibundoy and Colón in Putumayo; Ipiales in Nariño; Caloto and Silvia in Cauca; and Cáceres, Nechí, Tarazá, and Valdivia in Antioquia.

Another obstacle that needed to be addressed was the lack of knowledge of public officials in complying with the legal procedures on how to clear pending payments (*cuentas por pagar*). As a solution, ARD formulated a processes and procedures manual designed to facilitate the follow-up and evaluation of the budget and compliance with financial targets. In other words, it became a useful tool for internal control of the municipal administrations. It includes procedures on clearing of accounts (*pago de cuentas*); issuing certificates of available funds (*certificados de disponibilidad presupuestal*); and registering accounts (*registro de cuentas en contabilidad*). Each of these procedures is supported by the corresponding legal norms and accompanied by an explanation of the objectives behind the procedure and descriptive and flowcharts. The manual was distributed to seven municipalities in Putumayo, one in Nariño and four in Antioquia. Municipal administrations that have used the manual have notably improved the administration and financial management of their budgets.

Simultaneously, ARD designed a two-day training program on the conceptual, technical and practical issues concerning municipal budgeting and public finances, including the applicable legal norms. Topics included: the importance of planning for municipal finances; the municipal budget system; the legal and conceptual framework of budgeting; breakdown of municipal budgets; appropriations, fiscal deficit and future expenses (*vigencias futuras*); actors in the budget system; financial plans; medium-term fiscal situation; operational annual investment plans (*plan operativo anual de inversiones – POAI*); the national transfers system (*Sistema General de Participaciones-SGP*); preparation, implementation and liquidation of the budget; the budget approval process (*expedición y sanción*); budget implementation; budget cash flow (*programa anual de caja -PAC*);

budget amendments; pending obligations (*reservas de apropiación y cuentas por pagar*); and budget control and responsibilities. Training was targeted to public officials from municipal administrations, including mayors, heads of municipal offices, representatives of public-private enterprises, and staff members in the areas of administration, budget, finance and internal control. The training strategy also included working with municipal councils to provide them with the instruments for positive oversight and control of the municipal budget, so that they could collaborate with the municipal administration instead of creating obstacles.

The methodology consisted of recreations of real problems that municipal administrations face on a daily basis. Procedures needed to respond to each situation were then explained in detail. This training also facilitated the exchange of experiences among participating public officials, specifically the main challenges and difficulties they face. This was followed by a practical planning exercise using all the financial variables that must be considered when formulating a municipal budget. Real data from one of the participating municipalities was used. Visual tools and aids were used to facilitate group participation.

This training on public budgeting has been provided to 563 beneficiaries, including mayors, municipal council members and other public officials, from 79 municipalities in 7 departments. Table 10 displays the distribution of these beneficiaries.

Table 10: Beneficiaries of Training on Public Budgeting by Department

Department	No. of Municipalities	No. of Mayors	No. of Municipal Council Members	No. of Public Officials	Total Participants
Putumayo	9	2	40	53	95
Nariño	11		23	49	72
Antioquia	7	1	10	12	23
Huila	27	4	48	76	128
Cauca	18		46	94	140
Tolima	6		37	61	98
Valle Del Cauca	1			7	7
TOTAL	79	7	204	352	563

To complement the training process, ARD formulated and distributed to municipal administrations and municipal councils a series of practical tools that seek to facilitate the budgetary programming phase, including formats, easy to use charts and forecasting techniques that can be adapted to the needs of each municipality. A reference manual on budget programming was developed to solve potential questions or problems when putting into practice the concepts learned in the training sessions. These materials, distributed on CDs, include the following products: budget manual (formulated by ARD); charts for budget programming; financial plan; POAI; medium-term fiscal programming tools; administrative expenses (*gastos de funcionamiento*); PAC; all legal norms on public budgeting and municipal finances; and models of budget approval (*acuerdos de presupuesto*).

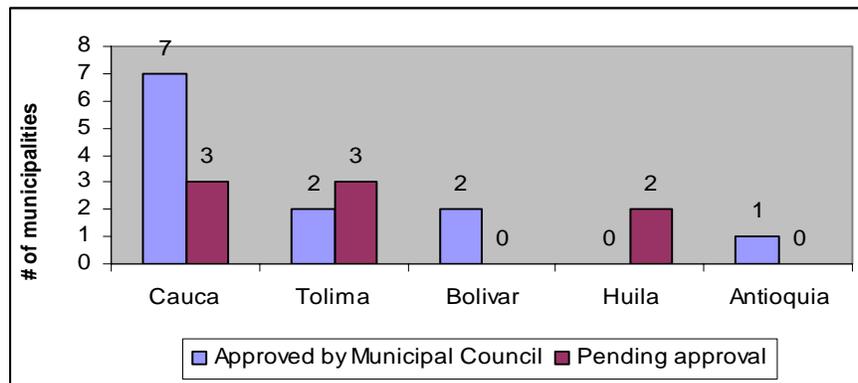
Finally, to complete this training process, ARD, simultaneously or in separate sessions, instructed municipal council members and public officials on the formulation of the EOP at the municipal level and the legal importance of updating and implementing the EOP. The EOP provides the legal framework for the formulation, programming, execution and follow-up of the municipal budget. It constitutes the main technical element for both the municipal administration in formulating the budget and the municipal council in exercising political control over the budget. The compilation of norms in the EOP includes decree 111 of 1996; Law 617 of 2000; Law 715 of 2001; and Law 819 of 2003. Twenty six municipalities received specific training on EOP as shown in Table 11.

Table 11: Beneficiaries of Training on EOP by Department

Department	No. of Municipalities	No. of Mayors	No. of Municipal Council Members	No. of Public Officials	Total Participants
Cauca	15	4	85	108	197
Bolivar	2		19	24	43
Huila	9		10	22	32
Total	26	4	114	154	272

As a result of this technical assistance from ARD, the municipal councils in 12 municipalities approved the EOPs. In another eight municipalities, the EOPs are expected to be approved in early 2005. This would give an approval rating of 77%. The remaining municipalities have not adopted the EOP mainly due to political confrontations between the mayors and municipal councils. Graph 1 displays the number of municipalities by department that has already or is expected to approve their EOPs.

Graph 1: Number of Municipalities with Approved EOPs



To date, this project has produced significant results. During follow-up visits to the participating municipalities, ARD has observed that the majority of the participating municipalities is adequately implementing the techniques learned and is aware of the importance of a proper financial management. The municipal administrations are now less prone to disregard procedures and norms and therefore have minimized the likelihood of penalties. In addition, financial management in these municipalities is starting to become more efficient and transparent.

These results also show the awareness of both municipal administrations and municipal councils in the importance of complying with a legal framework, which in turn provides the guidelines for a more organized and efficient financial management and allows for a more thorough evaluation of municipal finances. Municipal councils that have approved the EOPs have the legal and technical necessary elements to follow-up on budget implementation, as required by law and the Colombian Constitution.

V. USAID Indicators: October-December 2004 (FYQ 1/05)

Indicator 1: Number of completed Social Infrastructure Fund (SIF) projects.		
Quarter (Fiscal Year)	Target	Actual
FYQ 1/05	3	9
FYQ 2/05	10	
FYQ 3/05	20	
FYQ 4/05	36	
<i>TOTAL for FY05</i>	<i>69</i>	<i>9</i>

Indicator 2: Number of citizen oversight committees (<i>veedurías</i>) for Social Infrastructure Fund (SIF) projects.		
Quarter (Fiscal Year)	Target	Actual
FYQ 1/05	10	36
FYQ 2/05	25	
FYQ 3/05	25	
FYQ 4/05	0	
<i>TOTAL for FY05</i>	<i>60</i>	<i>36</i>

Indicator 3: Number of municipalities with improved public services.		
Quarter (Fiscal Year)	Target	Actual
FYQ 1/05	0	43
FYQ 2/05	5	
FYQ 3/05	3	
FYQ 4/05	2	
<i>TOTAL for FY05</i>	<i>10</i>	<i>43</i>

Indicator 4: Number of fiscally strengthened municipalities.		
Quarter (Fiscal Year)	Target	Actual
FYQ 1/05	0	4
FYQ 2/05	10	
FYQ 3/05	10	
FYQ 4/05	10	
<i>TOTAL for FY05</i>	<i>30</i>	<i>4</i>

VI. Quarterly Performance for DLGPII

A. Improving the Financial Condition of Municipal Governments

A.1 Expected Result: Increased collection of municipal revenue in ten municipalities through support to municipal administration and public officials					
Task/Progress⁵	Planned Outputs	Actual Outputs	Planned Outcomes	Actual Outcomes	SUB-IR
1.Update 10 urban or rural cadastres.	10 follow-up committees formed	0	10 updated cadastres	11 updated cadastres	3.2
	10 dissemination events	0			
2. Provide technical assistance and training to support land titling processes in 10 municipalities . During the reporting period, 110 land titles were awarded in Curillo and Albania (Caquetá).	5 TA meetings on land titling processes and procedures	19 TA meetings on land titling and procedures	10 municipalities with land titles	3 municipalities with land titles	3.1
	4000 land titles presented	163 land titles presented			
3. Promote tax incentives to facilitate the acquisition of land titles Information sessions on land titling continued during the reporting period	10 municipal councils that approve tax incentives	22 municipalities that approve tax incentives	10 municipalities where the acquisition of land titles is less expensive	22 municipalities where the acquisition of land titles is less expensive	3.1
4.Review and/or formulate tax norms in 10 municipalities During the reporting period, 14 municipal tax codes were reformulated	2 training workshops on municipal taxes	5 training workshops on municipal taxes	10 municipalities with better knowledge of municipal taxes	36 municipalities with better knowledge of municipal taxes	3.2
	20 public officials trained	163 public officials trained			
	8 TA meetings to review municipal tax codes	5 TA meetings to review municipal tax codes			
	3 TA meetings to adjust municipal tax codes	27 TA meetings to adjust municipal tax codes			

⁵ “Progress” refers to accomplishments for this reporting period. The actual outputs and outcomes on the chart are cumulative for the program year.

5. Promote the approval of municipal tax codes by municipal councils. During the reporting period, ARD met with the municipal councils of 7 municipalities in Huila, Bolívar and Antioquia to disseminate the new tax codes	4 meetings with mayors and municipal council members	7 meetings with mayors and municipal council members	4 municipalities with approved municipal tax codes	10 municipalities with approved municipal tax codes	3.2
6. Support the efforts to preserve intact the current level of municipal transfers	1 meeting	1 meeting	1 forum to preserve the current level of municipal transfers	1 forum to preserve the current level of municipal transfers	3.2

A.2 Expected Result: Improved management of administrative and financial processes in twenty municipalities					
Task/Progress	Planned Outputs	Actual Outputs	Planned Outcomes	Actual Outcomes	SUB-IR
3. Produce and disseminate a manual on public budgets Manual on public budget continued to be distributed to public officials	1000 manuals printed	225 CDs with the manual distributed to municipal public officials	Manuals disseminated in 20 municipalities	CDs disseminated in 75 municipalities	3.2
4. Train municipal officials on the formulation and management of public budgets in 10 municipalities. During the reporting period, ARD conducted three training workshops on management of public budgets for public officials from 21 municipalities in Cauca, Huila and Valle del Cauca.	5 training workshops on the management of public budgets 60 public officials trained	17 technical assistance and training sessions on public budgeting 521 public officials trained	10 municipalities with better knowledge on the formulation and management of municipal budgets	75 municipalities with better knowledge on the management of finance and revenues	3.2
5. Produce and disseminate handbook on the legal framework guiding municipal revenues	1000 handbooks printed	108 CDs with the manual distributed to municipal public officials	Manuals disseminated in 20 municipalities	CDs disseminated in 36 municipalities	3.2
6. Provide technical assistance to public officials on assessing, collecting and administering local revenues in 10 municipalities	2 TA meetings on assessing, collecting and administering local revenues 20 public officials that receive TA	5 TA meetings on assessing, collecting and administering local revenues 163 public officials trained	10 municipalities with better capacity to assess, collect and administer local revenues	36 municipalities with better capacity to assess, collect and administer local revenues	3.2
7. Support the restructuring of 2 municipal administrations	4 TA sessions	11 TA sessions	2 proposals for administrative restructuring developed	2 proposals for administrative	3.2

During the reporting period, technical assistance for the administrative restructuring of Patía and Santander de Quilichoo was completed.	14 participants	17 participants		restructuring developed	
8. Support the modification of the Estatuto Orgánico de Presupuesto at the national level Discussion of EOP continued in the Congress.	2 meetings ----- 1 forum	3 meetings ----- 1 forum	Modification of the <i>Estatuto Orgánico de Presupuesto</i>	New <i>Estatuto Orgánico de Presupuesto</i> currently under discussion in Congress	3.2
9. Provide technical support for the fomulation of estatutos orgánicos de presupuesto in 4 municipalities. During the reporting period, ARD held ten training workshops on EOP for 237 people from 26 municipalities in Cauca, Huila and Bolívar	5 workshops on EOP ----- 50 participants	12 training workshop on EOP ----- 257 participants	10 municipalities with better capacity to formulate the EOP	26 municipalities with better capacity to formulate the EOP	3.2
10. Support the adoption of the estatutos orgánicos de presupuesto in 2 municipalities During the reporting period, the municipal councils of 11 municipalities in 4 departments approved the EOP	2 TA sessions with municipal councils ----- 15 participants	8 TA sessions with municipal councils ----- 114 participants	3 municipal councils that adopt the EOP	12 municipal councils that adopted the EOP	3.2
11. Promote informational workshops on tax culture in 10 municipalities	2 training workshops on "tax culture" to Mayors and Municipal Council members ----- 30 public officials trained	5 training workshops on tax culture to mayors and municipal council members ----- 139 public officials trained	10 municipalities with better knowledge of "tax culture"	8 municipalities with better knowledge of "tax culture"	3.2
12. Determine hardware and software needs for local administrations ARD conducted field visits to 11 municipalities in Nariño, Cauca and Huila to assess software and hardware needs	4 TA sessions	11 TA sessions	4 municipal administrations with an assessment of hardware and software needs	11 municipalities with an assessment of hardware and software needs	3.2
13. Procure hardware and software for local administrations to manage municipal finances	4 municipal administrations that receive hardware and/or software to manage municipal finances	0	4 municipal administrations better equipped to manage municipal finances	0	3.2

15. Draft a bill to improve the financial state of municipal hospitals Discussion of draft bill continued in the Congress	2 meetings	4 meetings	Article to improve the financial state of municipal hospitals included in bill	Article to improve the financial state of municipal hospitals included in draft bill. Currently under discussion at the Congress	3. 2
	1 presentation to Congress	1 presentation to Congress			

A.3 Expected Result: Increased citizen participation and transparency in financial decision-making processes and improved use of public information by citizens in twenty municipalities					
Task/Progress	Planned Outputs	Actual Outputs	Planned Outcomes	Actual Outcomes	SUB-IR
3. Produce and disseminate a manual on participatory budgeting	500 manuals printed	0	Manuals disseminated in 20 municipalities	0	3.1 3.2 3.4
4. Provide support to 10 municipalities to prepare the information needed to undertake participatory budgeting Technical assistance sessions on participatory budget were held for public officials and community leaders from 13 municipalities in 3 departments.	10 TA meetings	13 TA sessions	10 municipalities with the information necessary to conduct participatory budget exercises	13 municipalities with the information necessary to conduct participatory budget exercises	3.1 3.2 3.4
	10 information assessments	13 information assessments			
	20 public officials trained	116 public officials trained			
5. Conduct training workshops for 10 municipalities on the participatory budgeting methodology. Technical assistance sessions on participatory budget were held for public officials and community leaders from 13 municipalities in 3 departments.	4 training workshops on participatory budget methodology	13 training workshops on participatory budget	10 municipalities trained to conduct participatory budget exercises	13 municipalities trained to conduct participatory budget exercises	3.1 3.2 3.4
	100 public officials and community members trained on participatory budget methodology	437 public officials and community members trained on participatory budget methodology			
6. Provide technical assistance to support participatory budgeting exercises in 10 municipalities	10 participatory budget formulation exercises conducted	6 participatory budget formulation exercises conducted	10 municipalities that conduct participatory budget exercises	6 municipalities that conduct participatory budget exercises	3.1 3.2 3.4

Six municipalities in 2 departments conducted preliminary participatory budget exercises	200 public officials and community leaders participating	382 public officials and community leaders participating			
7. Provide technical assistance to support citizen oversight of revenues from oil royalties in 3 municipalities	5 training workshops on citizen oversight to oil royalties ----- 20 community leaders trained	6 training workshops on citizen oversight of oil royalties ----- 147 community leaders trained	3 municipalities with better knowledge of management of oil royalties	3 municipalities with better knowledge of management of oil royalties	3.1 3.4
8. Monitor the formation and compliance with responsibilities of <i>comités operativos</i> and <i>veedurías</i> on the progress of SIF projects. <i>Comités operativos</i> and <i>veedurías</i> continued complying with their responsibilities	69 training sessions on functions and responsibilities of <i>veedores</i> ----- 69 <i>comités operativos</i> formed ----- 69 <i>comités de veeduría</i> formed ----- 138 meetings of <i>comités operativos</i> ----- 138 meetings of <i>comités de veeduría</i> ----- 138 follow-up visits to projects under implementation	36 training sessions on functions and responsibilities of <i>veedores</i> ----- 42 <i>comités operativos</i> formed ----- 38 <i>comités de veeduría</i> formed ----- 113 meetings of <i>comités operativo</i> ----- 36 meetings of <i>comités de veeduría</i> ----- 32 follow-up visits to projects under implementation	207 <i>veedores</i> trained ----- 69 SIF projects approved and obligated ----- 138 minutes on meetings of <i>comités operativos</i> ----- 138 minutes on meetings of <i>comités de veeduría</i> ----- 69 SIF projects under implementation	158 <i>veedores</i> trained ----- 52 SIF projects approved and obligated ----- 35 minutes on meeting of <i>comité operativo</i> ----- 24 minutes on meetings of <i>comités de veeduría</i> ----- 52 SIF projects under implementation or completed	3.1 3.2 3.4

B. Improving Domestic Public Services

B.1 Expected Result: Improved domestic public service capacity in 25 municipalities, as measured by the Business Management Commitments Rating of the Ministry of the Environment, Housing and Territorial Development.					
Task/Progress	Planned Outputs	Actual Outputs	Planned Outcomes	Actual Outcomes	SUB-IR
<p>2. Provide technical assistance and training for service providers in 40 municipalities <i>Aguas del Huila</i> and the MEHTD conducted eight training workshops on business management practices for public service providers from 118 municipalities. Four of these trainings were specifically on costs and tariffs of domestic public services providers.</p>	<p>10 workshops on business management practices</p> <hr/> <p>40 officials from public service providers trained</p> <hr/> <p>40 service providers receiving permanent TA from an <i>Aguas del Huila</i></p>	<p>13 training workshop on business management practices (11 by <i>Aguas del Huila</i>, 2 by MAVDT)</p> <hr/> <p>454 officials from public service providers trained</p> <hr/> <p>127 service providers in 124 municipalities receiving permanent TA from <i>Aguas del Huila</i></p>	<p>40 public services providers applying business management practices</p>	<p>127 public service providers applying business management practices (includes municipalities in Bolívar served by the MEHTD)</p>	3.2
<p>3. Conduct evaluations of the public service providers in these 40 municipalities based on the workshops</p>	<p>40 initial measurements conducted</p> <hr/> <p>40 follow-up measurements conducted</p>	<p>104 initial measurements</p> <hr/> <p>89 follow-up measurements conducted</p>	<p>25 service providers with improved performance indices</p>	<p>45 service providers with improved performance indices (DLPGII cumulative total of municipalities with improved performance indices is 81)</p>	3.2
<p>4. Support decrees and resolutions to benefit small public service providers (Activities included under this task include both resolutions to authorize the creation of community micro-enterprises for public service provision in small municipalities, as well as national level public policy resolutions that benefit small service providers.)</p>	<p>3 meetings</p> <hr/> <p>2 proposals developed</p>	<p>10 meetings</p> <hr/> <p>20 proposals developed</p>	<p>1 decree or resolution passed</p>	<p>17 decrees or resolutions passed (16 authorizing local governments to create a community micro-enterprises for public service provision; and one requiring service providers to comply with Circular No 5/04 on evaluation of small service providers)</p>	3.2
<p>5. Training on the application of the <i>Integrin</i> software for service providers in 20 municipalities.</p>	<p>20 training sessions</p>	<p>5 training sessions</p>	<p>15 service providers able to use the <i>Integrin</i> software</p>	<p>24 service providers able to use the <i>Integrin</i> software</p>	3.2

providers in 20 municipalities. MCC trained 59 public officials from 24 municipalities on the Integrin software	20 public officials trained	59 public officials trained		software	
6. Explore the possibility of developing an EAPCD in Putumayo. The Departmental Assembly of Putumayo issued a local ordinance authorizing the creation of "Aguas del Putumayo".	Proposal for creating an EAPCD	Proposal for creating an EAPCD ready	N/A	N/A	3.2
7. Create an EAPCD in Putumayo During the reporting period "Aguas del Putumayo was officially created"	1 EAPCD created	1 EAPCD created	1 EAPCD providing technical assistance and training to 4 municipalities	8 municipalities signed the constitution act.	3.2
8. Explore the possibility of developing an EAPCD in Caquetá. Task completed	Proposal for creating an EAPCD	Proposal for creating an EAPCD ready	N/A	N/A	3.2
9. Create an EAPCD in Caquetá	1 EAPCD created	1 EAPD created	1 EAPCD providing technical assistance and training to 4 municipalities	8 municipalities signed the constitution act.	3.2

B.2 Expected Result: Community micro-enterprises capable of delivering and administering public services in 5 municipalities.					
Task/Progress	Planned Outputs	Actual Outputs	Planned Outcomes	Actual Outcomes	SUB-IR
1.Create and/or strengthen community micro-enterprises for the provision of public services in 5 municipalities The MEHTD held technical assistance sessions to discuss the establishment of community micro-enterprises in Puerto Guzmán, Bolívar, Sucre, San Sebastián and Inzá. ARD also held similar sessions in Consacá, Contadero, Iles, Puerres, and Gualmatán	5 technical assistance sessions	28 technical assistance sessions	1 community micro-enterprises formed and/or strengthened	3 community microenterprises formed and/or strengthened (Villagarzón, Santiago, Puerto Guzmán)	3.1 3.2
	10 community-based associations that participate in technical assistance	58 community-based associations that participate in technical assistance			

2. Conduct training workshops on business management and solidarity economics.	2 training workshops	3 training workshops	1 community micro-enterprises prepared for public service provision and management	1 community micro-enterprise prepared for public service provision and management	3.1
	10 participants	39 participants			3.2

B.3 Expected Result: Improved municipal management practices and technology know-how on domestic public services in 15 municipalities					
Task/Progress	Planned Outputs	Actual Outputs	Planned Outcomes	Actual Outcomes	SUB-IR
1. Provide support to three municipalities in Caquetá for the development of a Municipal Plan for the Management of Solid Residue or Waste.	Assessment of the socioeconomic, environmental, technical, operational and institutional characteristics of waste disposal in the target municipalities Formulation of goals and specific compliance targets	Assessment of the socioeconomic, environmental, technical, operational and institutional characteristics of waste disposal in the target municipalities completed Formulation of goals and specific compliance targets completed	Municipal Plan formulated	Municipal Plan formulated	3.3
2. Training workshops on technical, environmental and social water-related issues for public officials in 15 municipalities Cinara conducted two training workshops on hydraulic models for water networks and one workshop on management of water resources	1 training workshop on water resource management 1 training workshop on hydraulic models for sewage and water networks 1 training workshop on water conservation and efficient use 15 public officials trained	2 training workshop on water resource management 2 training workshop on hydraulic models for sewage and water networks 1 training workshop on water conservation and efficient use 69 public officials	15 service providers that identify actions to improve water resource management in their municipalities 15 service providers with better knowledge on hydraulic models for sewage and water networks 15 service providers with better knowledge on water conservation and efficient use	13 service providers that identify actions to improve water resource management. 34 service providers with better knowledge on hydraulic models for sewage and water networks 1 service provider with better knowledge on water conservation and efficient use	3.2
3. Conduct analysis on sustainability of 15 water and basic sanitation projects Task completed.	Documentation and data analysis on information for 15 SIF projects 1 dissemination workshop on the information gathered	Documentation and data analysis on information for 13 projects 3 dissemination workshops on the information gathered	15 SIF water and/or basic sanitation projects evaluated for sustainability	13 SIF water and/or basic sanitation projects evaluated for sustainability	3.2 3.3

	1 document with recommendations to modify the project formulation methodology with sustainability criteria	1 document with recommendations to modify the project formulation methodology with sustainability criteria			
4. Conduct training workshops on technology selection for potable water in 10 municipalities.	2 training workshops ----- 20 public officials trained	2 training workshop ----- 55 public officials trained	10 municipalities with better knowledge of the potable water technology that best matches local characteristics	35 municipalities with better knowledge of the potable water technology that best matches local characteristics	3.2
5. Train service providers on operation and maintenance of water treatment plants <i>Aguas del Huila</i> held a training workshop on the operation and maintenance of water treatment plants for 11 people in Baraya.	5 training workshops ----- 5 plant operators trained	1 training workshop ----- 6 plant operators trained	3 water treatment plants with improved operations	1 water treatment plan with improved operations	3.2
6. Publish and distribute manuals on institutional strengthening to public service providers	2000 copies published	2000 copies published	60 services providers using the manuals	127 service providers using the manual	3.2

B.4 Expected Result: Greater involvement of citizens in public service planning, management and oversight in twenty municipalities					
Task	Planned Outputs	Actual Outputs	Planned Outcomes	Actual Outcomes	SUB-IR
1. Monitor the formation and compliance with responsibilities of <i>comités operativos</i> and <i>veedurías</i> and the progress of SIF projects	69 training sessions on functions and responsibilities of <i>veedores</i>	36 training sessions on functions and responsibilities of <i>veedores</i>	207 <i>veedores</i> trained	158 <i>veedores</i> trained	3.1
	69 <i>comités operativos</i> formed	42 <i>comités operativos</i> formed	69 SIF projects approved and obligated	52 SIF projects approved and obligated	3.3
	69 <i>comités de veeduría</i> formed	38 <i>comités de veeduría</i> formed			3.4
	138 meetings of <i>comités operativos</i>	113 meetings of <i>comités operativo</i>	138 minutes on meetings of <i>comités operativos</i>	35 minutes on meeting of <i>comité operativo</i>	
	138 meetings of <i>comités de veeduría</i>	36 meetings of <i>comités de veeduría</i>	138 minutes on meetings of <i>comités de veeduría</i>	24 minutes on meetings of <i>comités de veeduría</i>	

	138 follow-up visits to projects under implementation	32 follow-up visits to projects under implementation	69 SIF projects under implementation	52 SIF projects under implementation or completed	
2. Train trainers on water culture and citizen oversight of public services in 30 municipalities	2 training workshops	3 training workshops	8 CDCS formed and/or strengthened	4 CDCS strengthened	
ARD held a training for trainers workshop of citizen oversight of public services. Training on the role of the CDCS was also provided in Caloto, Santa Rosa and Simití.	30 trainers trained	10 trainers trained			3.1 3.4

C. Building State/Citizen Linkages to Support Municipal Management

C.1 Expected Result: Improve capacity of public officials in 18 municipalities to comply with municipal management responsibilities.					
Task/Progress	Planned Outputs	Actual Outputs	Planned Outcomes	Actual Outcomes	SUB-IR
2. Provide follow-up assistance to the indicators developed to evaluate planning instruments	50 people trained	0	8 local ordinances to comply with the indicators	0	3.1
	Indicators defined in 10 municipalities	0	(Resoluciones del concejo de gobierno) passed		3.2 3.4
3. Provide training on public management indicators to newly-elected municipal council members	50 municipal council members trained	0	N/A	N/A	3.2
6. Support the Expo-inovación conference on best practices in municipal management ARD co-sponsored the <i>Expoinnovación</i> event in Cartagena with the participation of 1,240 people, including 296 mayors.	Participation of public officials from 20 DLGP II municipalities	Participation of public officials from 81 DGLP II municipalities.	10 DLGP II municipalities applying best practices	0	3.2
	5 DLGP II best practices presented	6 DGLP II best practices presented			
7. Conduct training workshops on the public ethics code	20 public officials trained	0	Improved notion of public ethics in 5 municipalities	0	3.2
	Portal on the web site	0			
8. Provide training on internal control mechanisms Task completed.	15 public officials trained	96 public officials trained	Improved internal control in 5 municipalities	Improved internal control in 5 municipalities	3.2

C.2 Expected Result: Improve citizen participation and collaboration with local officials in municipal management in 25 municipalities					
Task/Progress	Planned Outputs	Actual Outputs	Planned Outcomes	Actual Outcomes	SUB-IR
1. Produce and distribute manual on citizen oversight of municipal management	1000 manuals printed and distributed	3000 manuals printed and distributed	Citizens in 20 municipalities applying the manual	0	3.1 3.2 3.4
2. Strengthen linkages between community organizations (veedurías) and municipal administrations	6 action plans on citizen oversight formulated 10 follow up sessions on the implementation of oversight action plans	10 action plans on citizen oversight formulated 22 follow up sessions on the implementation of oversight action plans	10 action plans on citizen oversight under implementation	20 action plans on citizen oversight under implementation	3.1 3.2 3.4
3. Conduct training workshops to improve citizen participation and municipal management Grant with Procomún was completed during the reporting period.	18 training workshops 45 people trained 2000 CD rom copies of the <i>Guía para la gestión municipal</i> produced and distributed 2000 booklets of the <i>Cartilla para la Gestión Municipal</i> printed and distributed	10 training workshops 239 public officials trained 841 CD rom copies distributed 504 <i>cartillas</i> distributed	9 municipalities with improved relations between municipal administrations, municipal councils and community leaders	9 municipalities with improved relations between municipal administrations, municipal councils and community leaders	3.1 3.2 3.4
4. Promote accountability sessions of municipal management in 4 municipalities. Accountability sessions were held in 4 municipalities (Mercaderes in Cauca; Contadero, Guachucal, Iles in Nariño)	4 technical assistance sessions to prepare municipal administrations on the information required for conducting accountability sessions 20 public officials tarined on accountability practices 100 community leaders that participate in accountability sessions	4 technical assistance sessions to prepare municipal administrations on the information required for conducting accountability sessions 53 people trained on accountability practices (includes both public officials and community leaders) 53 people that participate in accountability sessions (includes both public officials and community leaders)	4 municipalities that conduct accountability sessions on municipal management	4 municipalities that conduct accountability sessions on municipal management.	3,1 3,2 3,4

6. Develop POT for the municipality of Candelaria TA sessions to gather information for the formulation of the POT were held.	5 TA sessions	3 TA sessions	1 POT formulated	0	3.1 3.2
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C.3 Expected Result: Improve institutional capacity of ten networks in meeting their respective objectives.

Task/Progress	Planned Outputs	Actual Outputs	Planned Outcomes	Actual Outcomes	SUB-IR
1. Provide technical assistance and training to two municipal associations in project management and international cooperation	2 municipal associations formulating international cooperation projects	2 municipal associations formulating international cooperation projects	7 international cooperation projects presented by municipal associations to donors	4 international cooperation projects presented by municipal associations to donors	3.1 3.2
2. Provide technical assistance for the institutional strengthening of three municipal associations ARD held a TAe session to discuss the initiative to create an association of municipalities in central Nariño.	2 institutional strengthening projects identified and approved ----- 90 participants (community leaders, public officials, municipal council members) ----- 6 technical assistance sessions on institutional strengthening	3 institutional strengthening projects identified and approved (Amunorca, Asobando, Asomac) ----- 161 participants ----- 7 technical assistance sessions on institutional strengthening	3 associations of municipalities institutionally strengthened	3 associations of municipalities in the process of institutionally strengthening	3.1 3.2
5. Continue the project for the creation and/or strengthening of 4 regional UMATAS Task completed.	6 producer and/or municipal associations supporting the regional model ----- 5 technical assistance sessions	6 producer and/or municipal associations supporting the regional model ----- 7 technical assistance sessions	3 regional UMATAs formed (<i>Centros Regionales de Gestión Agroempresarial</i>)	3 <i>Centros Regionales de Gestión Agroempresarial</i> formed	3.1 3.2
6. Support the National Conference of Municipal Council Members ARD co-sponsored the 7th National Congress of Municipal Councils. More than 300 council members participated.	15 participants from DLGPII municipalities	293 participants from DGLPII municipalities	5 municipal councils applying lessons learned	0	3.2

7.Support the participation of women's networks in local governance The <i>Red de Mujeres del Cauca</i> held two set of training workshops on mechanisms and instruments for citizen participation and citizen participation in community development for 506 representatives of women's organizations from six municipalities. The Red also sponsored another training workshop on human rights with a focus on gender and pacific coexistence for 435 people.	4 workshops on citizen participation focused on women	4 workshops on citizen participation focused on women	2 women's organization participating in municipal activities	0	3.1 3.2
	20 people trained from 2 women's organizations	941 people trained, representatives of at least 6 women's organizations			
8. Complete the multiethnic and pluricultural Life Plan in six indigenous resguardos	Multiethnic Life Plan formulated	In process	Operational structure to implement Life Plan	In process	3.1
	Administrative and judicial structure for the <i>Entidad Territorial Indígena</i> (ETI) presented	In process			

C.4 Expected Result: Strengthen the organizational and networking capacity of the Afro-Colombian community as well as its visibility within the public-policy arena.					
Task/Progress	Planned Outputs	Actual Outputs	Planned Outcomes	Actual Outcomes	SUB-IR
1.Complete the FEDEMPACIFICO Project Fedempacífico completed its regional proposal for the Pacific Coast and presented it to the <i>Comisión de Ordenamiento Territorial</i> of the Congress.	Participation in 4 technical assistance or training events on institutional strengthening	Participation in 4 technical assistance or training events on institutional strengthening	1 federation of municipalities institutionally strengthened and positioned among other Afro-Colombian organizations	1 federation of municipalities institutionally strengthened and positioned among other Afro-Colombian organizations	3.1 3.2
	20 Afro-Colombian leaders trained	129 leaders trained			
2. Provide TA for the strengthening of Afro-Colombian organizations	1 regional proposal formulated	1 regional proposal formulated	10 organizations using Advanced Participatory Methods	16 organizations using Advanced Participatory Methods	3.1 3.2
	2 training sessions	1 training session (level 2 of APM)			
	25 people trained	27 people trained			

C.5 Expected Result: Greater and improved access to public information in 15 municipalities through community radio stations					
Task/Progress	Planned Outputs	Actual Outputs	Planned Outcomes	Actual Outcomes	SUB-IR
1. Produce 52 radio programs at the national level and air them in selected municipalities Eleven radio programs were produced at the national level	52 radio programs produced, edited and aired	11 radio programs produced (have not been aired yet)	40 municipalities with access to radio programs	0	3.1 3.4
2. Produce, edit and air radio programs with local-based content	30 radio programs produced, edited and aired at the departmental level	0	15 municipalities with access to radio programs	0	3.1 3.4
3. Provide TA to community radio stations in 15 municipalities	10 workshops on producing and editing radio programs 45 people trained	0 0	15 community radio stations capable of producing and editing radio programs	0	3.1 3.4

D. Project Management (Social Infrastructure Fund)

D.1 Expected Result: Thirty-six SIF projects (started or identified in PY2) completed, and four <i>hogares múltiples</i> obligated.					
Task/Progress	Planned Outputs	Actual Outputs	Planned Outcomes	Actual Outcomes	SUB-IR
1. Continue financial oversight and technical monitoring of 35 SIF projects started during PY2	35 final meetings of <i>comités operativos</i>	31 final meetings of <i>comités operativos</i>	35 SIF projects completed	31 SIF projects completed	3.1
	35 final meetings of of comités de veeduría	31 final visits of <i>comités de veeduría</i>			3.3
	35 final visits to SIF projects	31 final visits to SIF projects			3.4
2. Complete the 35 SIF projects started during PY2 Six SIF projects started during PY2 completed.	35 reports (minutes) on SIF projects deliveries to the community	9 reports (minutes) on SIF projects deliveries to the community	35 SIF projects completed	31 SIF projects completed	3.1 3.2 3.3 3.4
3. Monitor the formation and compliance with responsibilities of <i>comités operativos</i> and <i>veedurías</i> of the Piendamó-Morales aqueduct	1 <i>comités operativo</i> formed	1 <i>comité operativo</i> formed	1 regional aqueduct under implementation	1 regional aqueduct under implementation	3.1
	1 <i>comité de veeduría</i> formed	1 <i>comité de veeduría</i> formed			3.2 3.3 3.4
4. Conduct financial oversight and technical monitoring of the Piendamó-Morales aqueduct	4 meetings of <i>comités operativos</i>	4 meetings of <i>comités operativos</i>	1 regional aqueduct under implementation	1 regional aqueduct under implementation	3.1
	4 meetings of <i>comités de veeduría</i>	4 meetings of <i>comités de veeduría</i>			3.2
	2 follow-up visits to the project	12 follow-up visits to the project			3.3 3.4
5. Complete the Piendamó-Morales aqueduct	1 final meeting of <i>comité operativo</i>	0	1 regional aqueduct completed	0	3.1
	1 final meeting of <i>comités de veeduría</i>	0			3.2
	1 final visit to the project	0			3.3
	1 completion minute	0			3.4

D.2 Expected Result: 69 new SIF projects approved, obligated and under implementation, including the completion of 42 projects.					
Task/Progress	Planned Outputs	Actual Outputs	Planned Outcomes	Actual Outcomes	SUB-IR
1. Sign MOUs with newly approved municipalities	25 signed MOUs	65 signed MOUs	N/A	N/A	3.3
2. Identify SIF projects under the Quick Start Approach in approved municipalities	50 SIF projects identified under the quick start approach	52 SIF projects identified under the quick start approach	50 SIF projects selected	52 projects selected	3.2
3. Provide technical assistance in project implementation and management	15 training workshops	28 training workshops	30 implementing agencies trained in SIF project implementation and management	20 implementing agencies trained in SIF project implementation and management	3.1 3.2
	80 people trained	309 people trained			
4. Monitor the formation and compliance with responsibilities of <i>comités operativos</i> and <i>veedurías</i> and the progress of SIF projects 50 SIF projects were approved and obligated in the departments of Nariño, Cauca, Huila, and Tolima 41 <i>comités operativos</i> and 36 <i>veedurías</i> were established.	69 training sessions on functions and responsibilities of <i>veedores</i>	36 training sessions on functions and responsibilities of <i>veedores</i>	207 <i>veedores</i> trained	158 <i>veedores</i> trained	3.1 3.2 3.4
	69 <i>comités operativos</i> formed	42 <i>comités operativos</i> formed	69 SIF projects approved and obligated	52 SIF projects approved and obligated	
	69 <i>comités de veeduría</i> formed	38 <i>comités de veeduría</i> formed			
	138 meetings of <i>comités operativos</i>	113 meetings of <i>comités operativo</i>	138 minutes on meetings of <i>comités operativos</i>	35 minutes on meeting of <i>comité operativo</i>	
	138 meetings of <i>comités de veeduría</i>	36 meetings of <i>comités de veeduría</i>	138 minutes on meetings of <i>comités de veeduría</i>	24 minutes on meetings of <i>comités de veeduría</i>	
138 follow-up visits to projects under implementation	32 follow-up visits to projects under implementation	69 SIF projects under implementation	52 SIF projects under implementation or completed		
5. Complete 17 SIF projects in the department of Nariño. One SIF project completed.	17 final meetings of <i>comités operativos</i>	1 final meeting of <i>comité operativo</i>	17 SIF projects completed in Nariño	1 SIF project completed in Nariño	3.1 3.2 3.3 3.4
	17 final meetings of <i>comités de veeduría</i>	1 final meeting of <i>comité de veeduría</i>			
	17 final visits to evaluate SIF projects	1 final visit to evaluate SIF Projects			
	10 completion minutes	0			
6. Complete 8 SIF projects in the department of Cauca	8 final meetings of <i>comités operativos</i>	0	8 SIF projects completed in Cauca	0	3.1 3.2

	8 final meetings of <i>comités de veeduría</i>	0			3.3 3.4
	8 final visits to evaluate SIF projects	0			
	5 completion minutes	0			
7. Complete 2 SIF projects in the department of Valle del Cauca	2 final meetings of <i>comités operativos</i>	0	2 SIF projects completed in Valle del Cauca	0	3.1 3.2 3.3 3.4
	2 final meetings of <i>comités de veeduría</i>	0			
	2 final visits to evaluate SIF projects	0			
	1 completion minutes	0			
8. Complete 13 SIF projects in the department of Huila	13 final meetings of <i>comités operativos</i>	1 final meeting of <i>comité operativo</i>	13 SIF projects completed in Huila	1 SIF project completed in Huila	3.1 3.2 3.3 3.4
One SIF project completed during the reporting period	13 final meetings of <i>comités de veeduría</i>	1 final meeting of <i>comité de veeduría</i>			
	13 final visits to evaluate SIF projects	1 final visit to evaluate SIF projects			
	7 completion minutes	0			
9. Complete 2 SIF projects in the department of Tolima	2 final meetings of <i>comités operativos</i>	0	2 SIF projects completed in Tolima	0	3.1 3.2 3.3 3.4
	2 final meetings of <i>comités de veeduría</i>	0			
	2 final visits to evaluate SIF projects	0			
	1 completion minutes	0			

E. Legislative Strengthening Program

E.1 Expected Result : Greater technical capacity within Congress to legislate based on quality legal research and legislative technical assistance.				
TASKS	PLANNED OUTPUTS	ACTUAL OUTPUTS	PLANNED OUTCOMES	ACTUAL OUTCOMES
1. Disseminate information on the services offered by the LTAO to Congressional representatives (meetings, informational lunches, etc)	20 meetings with Members of Congress and assistants to promote LTAO services	36 meetings with Members of Congress and assistants to promote LTAO services	50 members of Congress and assistants informed and using LTAO services	261 members of Congress and assistants informed and using LTAO services
2. Receive applications for background studies, legislative reports or other investigations	20 requests for background studies received	25 requests for background studies received	15 requests for background studies approved	25 requests for background studies approved
3. Prepare high quality legislative background studies at the request of the Congressional Committees and political parties	15 background studies completed	20 background studies completed	N/A	N/A
4. Present background studies to Congressional Comissions and party caucuses	5 studies presented	9 studies presented	N/A	
5. Train new LTAO legislative research assistants	1 training workshop ----- 3 people trained	4 training workshops ----- 4 people trained	3 new legislative research assistants working in the LTAO	4 new legislative research assistants working in the LTAO
6. Train new LTAO mentors	2 training workshops ----- 1 mentor trained	3 training workshops ----- 2 mentors trained	1 new mentor working in the LTAO	2 new mentors working in the LTAO
8. Implement mechanisms to improve access to background studies (CD, Web Page and others)	3 working sessions ----- 100 CDs with legislative background studies distributed ----- 5 legislative background studies on the web page	4 working sessions ----- 0 ----- 27 legislative background studies on the web page	N/A	N/A
9. Maintain an updated database on legislative studies	1 database on background studies updated	1 database on background studies updated	1 database on background studies in use	1 database on background studies in use
10. Update and increase the research center database	1 database on research center updated and increased	1 database on research center updated and increased	1 data base on research center in use	1 data base on research center in use
13. Prepare and submit quarterly	8 working sessions -----	6 working sessions -----	Modernization Commission	Modernization Commission

reports for the Modernization Commission	4 quarterly progress reports	2 quarterly progress reports	informed on the LTAO progress	informed on the LTAO progress
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E.2 Expected Result: Improve the quality of background studies by including the contributions from civil society.

TASKS	PLANNED OUTPUTS	ACTUAL OUTPUTS	PLANNED OUTCOMES	ACTUAL OUTCOMES
1. Consult individuals and civil society groups on topics under research	50 opinions or suggestions of organizations included in the background studies	76 opinions or suggestions of organizations included in the background studies	N/A	N/A
2. Contact legislators drafting bills to obtain a list of potential contacts for input on specific topics	10 working sessions with legislators drafting bills	12 working sessions with legislators drafting bills	N/A	N/A
3. Support the implementation of forums and public hearings on topics related to the LTAO studies	3 public hearings conducted	1 public hearing conducted	Organizations and civil society participating in 3 public hearings	Organizations and civil society participating in 1 public hearing
4. Update the database of civil society organizations	1 database updated and increased	1 database updated and increased	1 database in use	1 database in use
5. Identify mechanisms to increase citizen participation input in the background studies	4 working sessions 2 mechanisms identified and implemented	2 working sessions 2 mechanisms identified and implemented	10 organizations participating in the legislative process	25 organizations participating in the legislative process
6. Encourage universities to provide input on topics being researched	5 universities contacted 2 concepts on the LTAO studies provided by universities	3 universities contacted 3 concepts on the LTAO studies provided by universities	2 universities participating in LTAO studies	3 universities participating in LTAO studies

E.3 Expected Result Institutionalize the Legislative Technical Support in Congress through the Legislative Research Program and database of experts

TASK	PLANNED OUTPUTS	ACTUAL OUTPUTS	PLANNED OUTCOMES	ACTUAL OUTCOMES
1. Organize meetings with universities and the <i>Consejo Seccional de la Judicatura</i> to present the program	5 working sessions	2 working sessions	N/A	N/A

2. Develop terms of reference for partnerships with universities or other institutions, including the Consejo Seccional de la Judicatura	3 working sessions	3 working sessions	Terms of reference for the partnerships developed	0
3. Reach agreements with additional universities for the Legislative Research Program	1 agreement signed	0	1 legislative research assistant joining the LTAO	0
4. Update the database on legislative research assistants	1 database updated	1 database updated	1 database in use	1 database in use
5. Identify experts on legislative issues	Identify 50 experts	96 experts identified	N/A	N/A
6. Update the database on experts	1 database updated and increased	1 database updated and increased	1 database in use	1 database in use
7. Recruit students from universities	1 students recruited	0	1 student undertaking background studies	0
8. Begin to provide office space for the LTAO and CSO	Identify and clear additional space	Space identified and cleared	N/A	N/A

E.4 Expected Result: Promote the services offered by the CSO				
TASK	PLANNED OUTPUTS	ACTUAL OUTPUTS	PLANNED OUTCOMES	ACTUAL OUTCOMES
1. Design and implement a plan to promote the CSO within the Congress, among other state institutions, universities, civil society organizations, etc	5 working sessions	6 working sessions	20 organizations informed on the CSO services	Approximately 350 organizations informed on the CSO services
	1 strategy plan developed	1 strategy plan developed		
2. Design ads for radio and TV to promote the CSO	5 working sessions	5 working sessions	Services of the CSO increased by 10%	Services of the CSO increased by 88.9% ⁶
	1 TV ad	2 announcements on 13 TV channels		
	3 announcements on community radio stations	0		

⁶ This percentage is the result of comparing the number of users of the CSO from October 2003 to March 2004 with the number of users from April 2004 to December 2004. If comparison is done only between October 2003-January 2004 and October 2004-January 2005 the percentage increase is 22.2%.

3. Develop creative materials to advertise the toll-free congressional hotline and the services offered by the CSO	5 working sessions	4 working sessions	Number of calls to hotline increased by 10%	Number of calls to hotline increased by 58.3% ⁷
	1 creative material produced and disseminated	0		
5. Promote the services offered by the CSO in areas of DLGPII intervention	5 presentations in ARD local government events	5 presentations	Use of CSO services from target areas increased by 10%	Note: data base is currently under improvement so it does not yet offer filters by target areas.

E.5 Expected Result: Disseminate information about the Congress, the legislative process and Congressional activities

TASK	PLANNED OUTPUTS	ACTUAL OUTPUTS	PLANNED OUTCOMES	ACTUAL OUTCOMES
1. Receive and respond in writing to requests for information about the Congress, its members, legislation, draft bills, etc.	5000 citizens served	7,475 citizens served	N/A	N/A
2. Visit schools, universities and other institutions to talk about the Congress and the legislative process.	Visits to 3 schools ----- 3 universities served	Visit to 1 school ----- 3 universities served	300 students with greater knowledge on Congress and the legislative process	193 students with greater knowledge on Congress and the legislative process
3. Invite schools and other organizations to visit the Congress and learn about its history, its internal structure and the legislative process.	15 groups visited the Congress	90 groups visited the Congress	1000 citizens informed about Congress	6,241 citizens informed about Congress
4. Respond to citizens and organizations that approach the CSO with information requests on the Congress and the legislative process.	3 groups served	5 groups served	50 citizens informed about Congress	54 citizens informed about Congress

⁷ This percentage is the result of comparing the number of users of the CSO hotline from October 2003 to March 2004 with the number of users from April 2004 to December 2004. If comparison is done only between October 2003-January 2004 and October 2004-January 2005 the percentage change is -4.8%.

5.Promote and support the various forms of public hearings, seminars, forums, and other activities organized by the Commissions.	10 public hearings or forums	39 public hearings or forums	N/A	N/A
6. Update the information billboard on the legislative agenda	Information billboard updated	Information billboard updated	N/A	N/A
7. Complete and update the database on members of Congress	1 data base updated	1 database updated	1 database in use	1 database in use
8. Complete and update the database on the Congressional adjunct offices (<i>dependencias</i>)	1 data base updated	1 data base updated	1 database in use	1 database in use
9. Update the database on governmental entities	1 data base updated and increased	1 data base updated and increased	1 database in use	1 database in use

E.6 Expected Result: Listen, register and channel the citizen opinions and comments regarding and the legislative process				
TASK	PLANNED OUTPUTS	ACTUAL OUTPUTS	PLANNED OUTCOMES	ACTUAL OUTCOMES
1.Carry out surveys or inquiries by Commissions and members of Congress on topics of legislative interest	3 working sessions	0	1 input provided to Congress into the legislative process	0
	1 survey conducted	0		
2. Receive, channel and follow-through on responses to citizen opinions and comments	50 users opinions transmitted to Congress	297 users opinions transmitted to Congress	N/A	N/A
3.Support Congress in organizing public hearings and forums	10 public hearings or forums	14 public hearings or forums	N/A	N/A
4. Update the database on CSO clients (usuarios)	1 database updated	1 database updated	1 database in use	1 database in use

E.7 Expected Result: Strengthen the ability of the CSO's staff to respond to inquires in a prompt and effective manner				
TASK	PLANNED OUTPUTS	ACTUAL OUTPUTS	PLANNED OUTCOMES	ACTUAL OUTCOMES
1. Develop and implement a permanent training process for CSO staff members.	3 working sessions	4 working sessions	CSO personnel efficiently responding to users	CSO personnel efficiently responding to users
	1 training plan	1 training plan		
	10 training sessions	11 training sessions		

E.8 Expected Result: additional support to the Colombian Congress				
TASK	PLANNED OUTPUTS	ACTUAL OUTPUTS	PLANNED OUTCOMES	ACTUAL OUTCOMES
1. Provide technical assistance to Congress in contracting procedures	3 working sessions	5 working sessions	Changes in the contracting procedures implemented	Changes in the contracting procedures in progress
	1 agreement	1 agreement		
2. Support activities for the strengthening of the Departmental Legislatures	1 technical assistance session	5 technical assistance sessions	1 Proposal for a Departmental Legislative Modernization Plan	1 Proposal for a Departmental Legislative Modernization Plan
	1 workshop	1 workshop		
	30 people trained	70 people trained		